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Scenario S012

A client who is usually very energetic and up-beat comes to a session talking about her lethargy and inability to sleep.

How do you proceed?

- A - Ignore the issue, it will pass.
- B - Recommend that the client talk to a medical doctor to rule out any physical causes.
- C - Remind the client to muster some energy for the session.
- D - Talk to the client about the dangers of burnout.

	A	B	C	D
Best Action				
Worst Action				

Scenario S013

You meet your client's sponsor (boss / HR) at a networking event. She asks you: "Is your client making any progress?".

How do you respond?

- A - Change subjects inconspicuously.
- B - Remind the sponsor of the confidentiality agreement and offer to ask the client for a three-

way conversation.

C - Affirm that the client is making good progress.

D - Talk generically about the value of coaching.

	A	B	C	D
Best Action		⊘		
Worst Action			⊘	

Scenario S004

A university biomedical researcher is working with a coach to improve their interactions with colleagues. The client is a very analytical thinker and can easily explain detailed data points and complex graphs, but seems reluctant share anything personal with the coach. In previous sessions, the coach encouraged the client to describe how they felt at social events, but the client seems highly uncomfortable, answering only with short, one-word responses. When the client arrives to their session today, the client silently hands the coach a journal. The client has written several, detailed entries over the last week about their experience attending a university luncheon, a faculty party, and a staff development workshop since their last session. While the client says little to the coach in the moment, their entries show deep reflections about the anxiety the client experienced at these events and their desire to overcome social anxiety.

What should the coach do?

A - Ask the client if they would summarize the entries they detailed in their journal for the coach.

B - Ask the client to identify some steps they can take to overcome the anxieties they wrote about.

C - Ask the client what new awareness they developed about themselves through the journaling process.

D - Acknowledge the reflection work the client has done, and ask the client if they feel comfortable exploring some of the emotions they described in their journal.

	A	B	C	D
Best Action				⊘
Worst Action		⊘		

Scenario S005

A coach recently began working with a client to help them plan for retirement. The client is a well-respected teacher who has taught for 30 years at a local elementary school. The client consistently arrives highly prepared and organized for coaching sessions, routinely reporting

progress between sessions and identifying specific topics to focus on during coaching conversations. The client shares they are looking forward to retirement, but they discuss their retirement plans in a very matter-of-fact way. During the current session, the client shares that they have two weeks left before their retirement begins. They would like to focus on a few remaining plans they need to make. Suddenly, the client begins to cry and says, "I've spent half my life at this school! I adore my students and my colleagues are my best friends. I can't imagine what my life is going to be like when I no longer walk through the front doors of the school each morning!"



What should the coach do?

A - Pause for a moment, then ask the client to identify the remaining plans they would like to focus on today.

B - Ask the client if they are sure they want to retire.

C - Acknowledge that retirement is a significant life transition and that emotional responses are normal.

D - Pause, then acknowledge the emotional impacts the transition seems to be having on the client, and ask if they would like to spend some time with those feelings.

	A	B	C	D
Best Action				
Worst Action				

Scenario S015

A client wants to decide which job offer to take and is leaning strongly toward the one that you believe will not benefit her.



How do you respond?

A - Step out of the role of coach and consult her on the negative consequences.

B - Ask how come she is leaning toward that decision.

C - Tell a story about how you made a similar mistake in the past.

D - Acknowledge that you see her leaning toward one option and check your perception.

	A	B	C	D
Best Action				
Worst Action				

Scenario S016

A client feels especially tiring. Whenever you have a coaching session with them, you feel drained afterwards. You don't know what this is about.



What do you do?

A - Raise the issue in coaching supervision

B - Hire a personal trainer to get fit.

C - Journal about it every time after the sessions with the client.

D - Mention it to the client.

	A	B	C	D
Best Action				
Worst Action				

Scenario S009

You are in contract negotiations with a corporate client for a coaching contract. They ask you whether you are working with a direct competitor and mentions their name. You are not doing work for this competitor but for another one.



What do you do?

A - Mention that to the client

B - Mention that due to client confidentiality you cannot answer but state that you do work for other competitors.

C - Answer truthfully that you do not work for the competitor asked about.

D - Deny that you are working for any direct competitor

	A	B	C	D
Best Action				
Worst Action				

Scenario S010

As an action step, your client mentions that they will light a candle in the cathedral in prayer to St. Anthony.



How do you respond to that?

A - Inquire what St. Anthony's intervention would mean for the client and what it would enable the client to do differently.

B - Relate a story about how St. Anthony always helps you find things, too.

C - Tell the client that you do not believe in the intervention of saints.

D - Ask the client which other support he or she would need.

	A	B	C	D
Best Action				
Worst Action				

Scenario S017

You had a terrible fight with your significant other just before a coaching session with a client and you are really upset.



What do you do?

A - Ignore the feeling, you will get into the coaching groove as you start coaching.

B - Tell your client all about it to vent and be able to listen to the client.

C - Start the session and see how you feel.

D - Ask your client to postpone for a few minutes to compose yourself and prepare emotionally.

	A	B	C	D
Best Action				
Worst Action				

Scenario S019

You are coaching a client on team leadership. The goal for this coaching session was to come up with a strategy for people development. The client is circling around descriptions on how she has a lot of difficulties with one team member.



How do you proceed?

A - Continue to coach around people development and ignore the issue with the team member.

B - Tell the client what to do.

C - Postpone the topic of the difficulties with the team member to another session

D - Ask the client if the strategy for people development is related to the difficulties with the team member and if not recontract by asking the client to focus on the more important topic for her

	A	B	C	D
Best Action				
Worst Action				

Scenario S020

Your client stated that they want to have a conversation with their manager about a salary increase. They are also mentioning their insecurity about the issue.



How do you proceed?

A - Go forward with the insecurity as this is the more important topic.

B - Teach the client a power pose for the conversation with the manager.

C - Suggest a roleplay of the conversation with the manager.

D - Ask the client what he or she would like to talk about: the insecurity or the preparation.

	A	B	C	D
Best Action				
Worst Action				

Scenario S021

In the beginning of the session your client states that they want more motivation to finally tackle a marketing issue that they have been dealing with. They seem to be very determined.



How do you proceed?

A - Ask the client how they would know that they are more motivated and what they would like to accomplish about this at the end of the session.

B - Praise the client for finally tackling this issue as you remember that this was a major obstacle for them.

C - Feed back that you are feeling the determination of the client and comment how you are also determined to increase your marketing.

D - Go back to the strength analysis you did with the client in order to show the client where his motivation usually comes from.

	A	B	C	D
Best Action				
Worst Action				

Scenario S022

Time is running out. Your client is talking a lot and you have a hard stop at the top of the hour. You don't think your client will take anything away if they continue to talk and talk.



What do you do?

A - Say: "We only have 10 minutes left, can you please come to a point?"

B - Let the client talk and listen actively -- you can always pick up the conversation next session.

C - Look at your watch deliberately so that the client can see and understand that time is drawing to a close.

D - Ask the client how they would like to continue -- would they like to start wrapping or would they like to continue with their train of thought.

	A	B	C	D
Best Action				
Worst Action				

Scenario S023

During a coaching conversation the client often mentions their regard for the family, however this direction is not congruent with the initial session goal defined by the client.



What do you do?

A - immediately ask the client to talk more about their family.

B - understand this is not in line with the client's goal and ignore the statements.

C - share with the client that if this is important they can explore more in next session.

D - share what you are noticing and ask the client if exploring this will be useful.

	A	B	C	D
Best Action				
Worst Action				

Scenario S024

As you are coaching your client, your client’s feelings and fears around a topic begin to emerge.



How do you proceed?

A - You encourage your client to face these fears and tackle them head-on.

B - You share what you are noticing with the client, and ask how they would like to proceed.

C - You help the client notice what is emerging and then ask them questions about this new understanding.

D - You share with the client that fears are just feelings and should not be blocking them.

	A	B	C	D
Best Action				
Worst Action				

Scenario S028

The client is speaking for 5 minutes. During these five minutes she is generating many insights.



What do you do?

A - interrupt the client and let tell her that she should answer your questions and not ramble on

B - when you can take a turn without interrupting her thoughts, notice her insights and ask her if she would like to summarize what she has learned

C - praise the client for the many insights she is generating

D - let the client talk, she will remember the insights anyway

	A	B	C	D
Best Action				
Worst Action				

Scenario S030

A client comes in with a story of how it seems that everyone at the office is against them, and talking about them behind their back.

What do you do?

A - Let the client know that they are probably imagining it all.

B - Ask if the client wants to think of ways to let their colleagues know that they knows what they doing in support of the client's perception.

C - Tell the client, that because the company sponsors your coaching, you as the coach will approach HR about the problem.

D - Listen and ask questions about how the client is coping, and what the client would like to see happen instead.

	A	B	C	D
Best Action				⊘
Worst Action			⊘	

Scenario S031

You are having a first session with a highly successful executive. In the session you suddenly feel very blocked and have no idea what to ask now.

What do you do?

A - You tell the client that you are suddenly feeling quite blocked and ask the client if she has an idea where to move next.

B - You ignore your feelings and ask a standard question.

C - You tell the client that she is an authority figure and thereby blocking you and ask whether she has that kind of an impact on others, too.

D - You cancel the coaching contract - obviously you are not ready to coach her.

	A	B	C	D
Best Action	⊘			
Worst Action			⊘	

Scenario S032

You are very anxious to create a recording for your ICF performance evaluation. During a recorded session, the client does not seem to follow your usual line of questioning.



What do you do?

A - You remember that the session is for the client and focus your attention back on her to craft your questions out of her material.

B - You ask the client about what has emerged for her so far to then go on with your coaching plan.

C - You think: "ok, so this won't work" and give up on the recording.

D - You think about a question to bring her back to your line of thinking.

	A	B	C	D
Best Action				
Worst Action				

Scenario S033

Your client is telling you about his love for formula 1 racing and how he is really enthusiastic about his favorite team. You really hate car races and it's really boring for you.



What do you do?

A - You listen non-judgmentally and continue with the coaching afterwards.

B - You tell the client that he is digressing and ask him to come back to the topic.

C - You make the client aware of the environmental impact of motor-racing.

D - You enquire curiously about what is so fascinating for the client -- maybe there is a link to the coaching topic?

	A	B	C	D
Best Action				
Worst Action				

Scenario S034

Your client is sharing a situation from work, that involves a very difficult and sensitive topic. It is clear that your client did not stand up for someone who was being belittled and made fun of in the workplace and as you listen you become more and more infuriated by your client's apparent lack of empathy and their non-engagement.



What do you do?

A - allow yourself space and time during the coaching to stay present with the client, without judging the situation through your emotion, and then reflect back on the situation after the coaching to understand what a good next step might be.

B - calm your anger and then tell your client that due to their lack of empathy, you understand that they are not the type of person you would be able to coach in the future

C - recognize the difficulty you are facing and ask a few questions about how the client thinks people should be treated at the workplace.

D - tell your client, that, respectfully, you don't agree with what they did, and they should confront the guilty parties next time.

	A	B	C	D
Best Action				
Worst Action				

Scenario S036

Your client is talking about an important strategic initiative and you are realizing that you are not understanding the intricacies of what he is telling you.



What do you do?

A - You let the client know that you are not understanding the details but if the client is benefitting from talking himself through, you are happy to offer questions as they arise.

B - You tell the client that this is not something you can help with as you know nothing about it.

C - You pretend that you understand.

D - You ask general questions about the coaching goal hoping the client won't notice that you don't understand.

	A	B	C	D
Best Action				
Worst Action				

Scenario S037

The client starts speaking and suddenly their eyes light up, and they get IT! You realize this is a AHA moment or click moment for the client.

What do you do?

A - summarize for them exactly what the aha moment was all about and how they got there.

B - let the client know that this is your coaching working, finally they are getting the breakthroughs they have been longing for.

C - catch the moment, while it is hot, and ask the client very quickly to describe what they just discovered.

D - stop, and wait, giving the client time to finalize their thoughts and when you see they are ready ask them what just happened.

	A	B	C	D
Best Action				⊘
Worst Action	⊘			

Scenario S039

As the client is speaking they are using a picture or metaphor that you realize is probably communicating a deeper/larger meaning.

What do you do?

A - ask the client to draw the metaphor and colour it in a way that represents how they feel.

B - ask the client permission to explore the metaphor to understand what it might reveal about their reality.

C - ask the client not to use metaphors but rather concrete language.

D - interpret the metaphor and explain to the client what this really means.

	A	B	C	D
Best Action		⊘		
Worst Action				⊘

Scenario S041

After your client becomes animated and excited, and sits up in their chair as they are sharing a new thought.

What do you do?

A - take a deep breath, calm yourself down, in order to communicate seriousness and understanding to your client.

B - notice the shift and body language of the client, and determine that they are too excited and suggest that they take a space to breath.

C - notice what is happening and you know that the session is going well and use the momentum to move to the next question.

D - reflect back to the client that you are noticing a shift, ask the client if this is so and enquire about the thought.

	A	B	C	D
Best Action				⊘
Worst Action		⊘		

Scenario S042

A regular client who was always punctual, starts being regularly a few minutes late for coaching.

What do you do?

A - let your client know that they are not taking their coaching seriously anymore, and they need to recommit to the coaching.

B - notice this change in behavior and ask the client if they have noticed and what it might mean.

C - let the client know that you have noticed this, and also share what disrespect this is towards you as a coach.

D - notice this but decide not to do anything because it is normal towards the end of a long term coaching relationship.

	A	B	C	D
Best Action		⊘		
Worst Action			⊘	

Scenario S045

The word "helpful" comes up a lot in what the client is saying. She wants to be helpful, a conversation is not helpful etc.

What do you do?

A - state that being "helpful" is a big trap for women in business.

B - ignore it as the client surely knows what she is saying.

C - notice that the word is coming up a lot and ask if it is possible something that the client values.

D - pick up the word "helpful" and use it in your language.

	A	B	C	D
Best Action			⊘	
Worst Action	⊘			

Scenario S046

Your client is exploring ways to lose weight. This has been a topic for them for a while, with varying measures of success. During the conversation your client sighs deeply, and says 'I can never change!'.

What do you do?

A - ask your client to imagine a future where they are the person they would like to be and what might be different.

B - explore why the client cannot change, focusing on what is blocking them.

C - ask your client to close their eyes and go back to where it all began, and identify where it all went wrong.

D - tell the client that if they think they cannot change, then they will not change! They need to think stronger!

	A	B	C	D
Best Action	⊘			
Worst Action				⊘

Scenario S047

The client is becoming very agitated and almost angry as they are discussing a recent injustice that they have experienced. Suddenly the client says: "But that's spilled milk -- nothing I can do now".



What do you do?

A - enquire a little more about the client's experience in this moment.

B - agree that it is spilled milk and continue coaching.

C - tell the client to always stand up to injustices.

D - show the client the many ways they could react

	A	B	C	D
Best Action				
Worst Action				

Scenario S048

Your client is sharing what has been happening and the changes that they have been able to work on since your previous session.



What do you do?

A - help your client identify what has not been working, and the changes that they have been unable to make since the previous meeting.

B - ask specific questions about what has been helping and reflecting back the client's progress.

C - draft an improved plan for your client to implement based on what your client has shared.

D - celebrate the fact that the client has made progress and move on to a new topic.

	A	B	C	D
Best Action				
Worst Action				

Scenario S049

Your client is a very creative person, who thinks in pictures and learns visually. You as a coach, are not naturally visual. In order to encourage and facilitate your clients learning....

What do you do?

A - tell your client that you are not able to work with them, as you are not a visual and creative person, therefore not a good coaching match.

B - bring a white board into the coaching session where you and the client can use the space to draw pictures, connections, or add any visual aids that might encourage your client's learning.

C - let your client know that to solve problems it is more important to be rational and to approach the problem from a more sensible point of view.

D - ask the client about what they know about their preferred learning style and enquire whether using a whiteboard would be a good idea.

	A	B	C	D
Best Action				⊘
Worst Action			⊘	

Scenario S050

Your client has shared that he/she is experiencing a similar problem in different areas of his/her life. In the work place and in their personal lives. As you are discussing this with your client, you begin to think that there might be a pattern emerging.

What do you do?

A - notice the pattern and ask the client if exploring what the connecting factors might be, could be a useful next step.

B - notice the pattern and suggest that the client change something in order to break the pattern.

C - notice the pattern and let your client know that they are deliberately sabotaging themselves by not changing this pattern.

D - notice the pattern and offer your client your wisdom in overcoming their difficulty.

	A	B	C	D
Best Action	⊘			
Worst Action				⊘

Scenario S051

After your client has shared this pattern, and has expressed a desire to change and come up with a plan to implement this change.



What do you do?

A - ask the client exactly what they want to do and when.

B - share with the client what you think the best next step would be.

C - discuss the barriers that the client will face in trying to change.

D - ask the client how they usually brainstorm or come up with new and fresh ideas.

	A	B	C	D
Best Action				
Worst Action				

Scenario S052

Your client is frustrated that she is frustrated. She should have been over this mishap in her work a long time ago. She is talking very negatively about herself: "Why can't I get over this..."



What do you do?

A - You tell the client that you like her a lot and that she should not be so negative.

B - You invite a reframe and say that sometimes people become frustrated when something is really important to them -- might this be the case here?

C - You remind the client that coaching is forward looking.

D - You ask the client if she always is this negative about herself.

	A	B	C	D
Best Action				
Worst Action				

Scenario S053

Nearing the end of a session your client is still not quite sure what to do about a specific situation. You have the feeling that a similar experience that you have had in the past might be useful for the client.



What do you do?

A - tell the client that you have had a similar experience and you know exactly what they should do.

B - ask the client if you can tell them a story, and then ask them to share what is relevant in the story.

C - share your story and list the possible options your client can try.

D - share with the client that you have had a similar experience and enquire if the client would like to hear and see if anything in there may or may not be useful.

	A	B	C	D
Best Action				
Worst Action				

Scenario S054

During the coaching session a client has a new and very clear insight about the way that they have been treating a colleague.



What do you do?

A - tell them that the way they have been treating the colleague is unacceptable, and they need to change if they want to be a better person.

B - ask them how they would feel if they were the colleague being treated in this way.

C - ask the client how this new insight could impact his/her behaviour towards the colleague.

D - suggest that this insight could be very useful in changing the client’s behaviour toward the colleague.

	A	B	C	D
Best Action				
Worst Action				

Scenario S055

At the end of the session the client states that they are quite happy with their new awareness and are ready to leave.



What do you do?

A - ask the client whether it might be helpful to explore some actions and accountability measures.

B - tell the client that a coaching session is not finished until they have an action plan.

C - are happy for the client and let them go.

D - ask what they would like to work on next time.

	A	B	C	D
Best Action				
Worst Action				

	A	B	C	D
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Scenario S056

The client asks you to call them every day to make sure they do their homework.

What do you do?

A - tell the client no.

B - agree to it and call them.

C - tell the client that your are not their baby sitter.

D - help the client think about ways he/she could remind him/herself.

	A	B	C	D
Best Action				⊘
Worst Action			⊘	

Scenario S057

Your client has identified concrete action that they want to implement. To help them understand better what some possible results or learnings could come from this proposed action.

What do you do?

A - give the client an exercise to write down a list of good possible outcomes.

B - remind your client that if this action succeeds life will be much better.

C - as your client shares some thoughts, remind them to think optimistically not focus on potential problems.

D - ask questions around possible consequences or results of the implementation of this action.

	A	B	C	D
Best Action				⊘
Worst Action		⊘		

Scenario S058

Nearing the end of a coaching session, the client has a very clear idea of the plan that he/she would like to implement. To help the client identify if they have all the support that they need in moving forward...


What do you do?

A - help the client in assessing whether they have any areas that might need more support or still need to be addressed.

B - offer to email the client daily until they have implemented the project.

C - ask the client who will be their support.

D - remind the client that 2 horses pull more weight than one, and they need someone to help them implement their plan.

	A	B	C	D
Best Action				
Worst Action				

Scenario S059

After making initial progress between sessions, your client is now at a point where they are stuck and feel like they are moving backwards.


What do you do?

A - tell the client that they need to stick to their decision and try harder.

B - remind the client that they will fail long term if they don't have better support.

C - ask the client questions about what this is helping them understand or learn about themselves, their process, or the situation.

D - after hearing the situation kindly suggest what the client might be learning about being stuck.

	A	B	C	D
Best Action				
Worst Action				

Scenario S060

Your client shares that finally, after many months, they are making progress in an area that has been difficult for them.



How do you respond?

A - slam the desk, shouting YES YES YES and fist pump the air in celebration of your client and your good work.

B - ask the client why they did not make this progress sooner, as they had a good plan in place, and should've resolved the issue already.

C - remind the client that this change has come only because of the coaching and the help that they coach has been giving.

D - listen to the client share, and after a few wows, reflect back to the client, some of the path they have walked over the past few months, sharing what you respect and admire in the client.

	A	B	C	D
Best Action				
Worst Action				

Scenario S061

Your session has a few minutes left, and the client has discovered some great new insights, and has a good plan of action in place. To close the session in a partnering way...



What do you do?

A - inform the client that the time is almost up and close the session with some insights gained.

B - inform the client that the time is almost up and share what stood out for you as a coach during the session.

C - inform the client that the time is almost up and ask how they would like to close.

D - inform the client that the time is up, but in the last 2 minutes you can summarize the session for the client.

	A	B	C	D
Best Action				
Worst Action				

Scenario L001

The client is a high-energy manager with a generally positive outlook. Just before coming to the coaching session, the client was told that their responsibilities were about to change drastically, and they will no longer be doing the work they are passionate about. The client has come to the session in a particularly negative mood and has expressed the desire to address this situation

during today’s session. The client is clearly upset and has started venting.



What should the coach do?

A - Ask the client if they could explore the session outcomes and ensure that the client and coach clearly understand what is important to explore.

B - Ask the client if they want to take a moment, then ask the client if they are ready to discuss the potential positive outcomes of this situation.

C - Ask the client about the coaching goals that need to be addressed.

D - Ask permission, then share an observation about how important it is to be passionate about our work.

	A	B	C	D
Best Action				
Worst Action				

Scenario J102

Your client comes to the session in an emotional state. They keep repeating the phrase “what’s the point?” They say that they have started to have ‘dark thoughts’ and wonder if there is any point in living.



What do you do?

A - Reframe what they said and take a deep dive into their ‘dark thoughts’.

B - Refer the client to an appropriate professional such as a family doctor or counsellor and - wherever possible - to resources which may help such as contact information for local charities or therapists.

C - Ignore their comments and try to reframe their negativity by being upbeat and positive.

D - Ask the client to take a minute to consider how they can reframe their negative thoughts into more positive thoughts.

	A	B	C	D
Best Action				
Worst Action				

Scenarion J103

A client asks you who else in their organisation is currently working with you as their coach. This information has not been made widely available by the Head of HR.

What do you do?

A - Explain to the client that the list of people being coached is confidential but that 5 out of 6 people in their department are currently being coached.

B - Explain to the client that you should not really name people who have been allocated a coach but that their line manager is a client.

C - Ignore the question.

D - Explain that you work within the ICF ethical framework and with integrity and, therefore, will never share information about any client with another.

	A	B	C	D
Best Action				✓
Worst Action		✓		

Scenario J106

A client comes to a session seeming very preoccupied and, although she usually focuses on work related topics, asks if she can talk about something personal. She explains that she has a health issue and is waiting for the results from some recent medical tests. She says that she is struggling to concentrate on work is completely preoccupied. She explains that she does not want to talk to friends and family about this as she is concerned that it will worry them, although she has told her husband and a close friend that she is waiting for test results.



What do you do?

A - Show empathy and acknowledge her concerns. Explain to her that the goal of the session does not need to be work-related and that she can talk about anything that she needs to, even if the goal is simply to talk through the situation.

B - Sympathize with the client and explain that you know exactly how she feels as you have had a health scare recently and share some details of your experience.

C - Show your discomfort and explain that this is not something you feel needs a coaching session.

D - Tell the client that they should share how they are feeling with close family and friends, not their coach.

	A	B	C	D
Best Action				
Worst Action				

Scenario J107

As a former college professor, you have a good understanding of how to design curriculum and assessment materials. You are coaching a new Head of Training and Development who has been put in charge of a large project to redesign key training and assessment programmes across a large multinational company. They ask for your advice and guidance because they feel quite intimidated by the task and don't know where to start.



What do you do?

A - Remind the client that you are working in the capacity as a coach, not a mentor or a consultant.

B - Readily offer your input, you like this client and want to help.

C - Act as a coach to find out what she has already done and then make a few suggestions about next steps.

D - Ignore the request and ask her why she is feeling 'intimidated by the task'.

	A	B	C	D
Best Action				
Worst Action				

Scenario J109

You have a 15 minute 'chemistry call', a first meeting, with a prospective client. After the call you reflect and really feel that you would not be a good fit for this client and their needs.

What do you do?

A - Business is a bit slow, you need the money, so you decide that the best thing to do is to agree to do the work and hope for the best.

B - You politely decline the opportunity to work with this client explaining that you don't feel that you are the best fit, and suggest a few other coaches who may be able to help.

C - Ignore the emails from this prospective client and think that they will eventually stop making contact and get the message that you do not want to work with them.

D - Talk to a friend about the situation, give details about the client and why you don't think it is a good fit.

	A	B	C	D
Best Action		⊘		
Worst Action	⊘			

Scenario J110

You are 50 minutes into a 60 minute coaching session and your client is being very narrative around the exploration of their goal. At the beginning of the session the client made it clear that they needed to finish on time.

What do you do?

A - Tell the client that there are only ten minutes left and ask the client to get to the point so that you can then discuss actionable tasks.

B - Let the client talk and listen actively - you can always pick up the conversation next session.

C - Interrupt the client, make it clear that there is ten minutes left in the session and tell them that they need to now think about an actionable task to take away.

D - Gently remind the client that there is ten minutes remaining, and ask what would be the best use of that time for them.

	A	B	C	D
Best Action				⊘
Worst Action			⊘	

Scenario J111

As you are coaching, your client explains that they don't usually speak about their feelings and fears but that they think it's important to explore these confidentially in relation to their goal.



What do you do?

A - Encourage the client to take a deep dive into their feelings and try to get to the root of the problem which you think stems from their childhood.

B - Share what you are noticing with the client, and ask what they are experiencing in the moment.

C - To put your client at ease, share some of your current fears.

D - Help the client to express their feelings by providing a metaphor for them to explore.

	A	B	C	D
Best Action				
Worst Action				

Scenario J113

During a session your client becomes very emotional and begins to cry.




What do you do?

A - Acknowledge that the client is clearly upset then tell the client that you are not a therapist and that coaching is not the right place for strong emotions which are upsetting.

B - Acknowledge what you are seeing and try to make light of the situation in order to improve the atmosphere and mood.

C - Acknowledge what you are seeing and suggest that taking a break or rescheduling might be a better option.

D - Acknowledge what you are seeing and ask the client how they would like to proceed.

	A	B	C	D
Best Action				
Worst Action				

Scenario J115

You as a coach are working one-to-one with several members of the same executive team. One executive client brings a complaint about a colleague on the team to his coaching session and asks your help in handling it.



What do you do?

A - Offer to provide feedback to the other executive about the complaint and suggest that they work on the issue in their next session.

B - Acknowledge the complaint in a non-judgemental way, explain that you can not coach somebody who is not in the room, but that you can partner to explore possible strategies he can use in order to resolve the issue.

C - Tell the client that, after the session, you will think about this and everything you know about the team members and then email him and his colleague your thoughts.

D - Tell the client that you will invite the other executive to sit in on the meeting so the issues can be worked out face-to-face.

	A	B	C	D
Best Action				
Worst Action				

Scenario E007

As a professional coach, you are working with a client who is seeking to improve their leadership skills within their organization. The client frequently discusses feelings of inadequacy and anxiety about leading teams, which they trace back to issues with self-esteem. While these discussions are related to their professional goals, the client often steers conversations towards seeking advice on personal psychological struggles related to these feelings.



What is the best & worst action in this situation?

A - Continue to focus on leadership skills while acknowledging the client's feelings, but recommend they also seek counseling to address their self-esteem issues.

B - Dive into a detailed psychological analysis of the client's past to uncover the root causes of their self-esteem issues, applying techniques that are therapeutic in nature.

C - Ignore the personal issues and strictly focus on practical leadership strategies and skills, avoiding any discussion of self-esteem.

D - Offer to help the client by using coaching sessions to work through their psychological issues, using your understanding of psychology.

	A	B	C	D
Best Action				
Worst Action				

Scenario E008

As a life coach, you are working with a client who is trying to decide whether to accept a high-pressure, high-paying job or a less stressful position with lower pay. They seem torn between prioritizing financial security and personal well-being. In your next session, the client asks for your direct opinion on which job offer they should accept.

What is the best & worst action in this situation?

A - Offer your personal opinion on which job to choose, based on your experiences and knowledge of the job market.

B - Encourage the client to make a list of pros and cons for each job, facilitating a discussion that helps them arrive at their own decision.

C - Decide for the client, asserting that the higher-paying job is the best option because it offers long-term financial security.

D - Suggest they seek advice from additional professionals, such as a career counselor or financial advisor, to get more perspectives before making a decision.

	A	B	C	D
Best Action		⊘		
Worst Action			⊘	

Scenario E009

You have been a successful executive coach for several years, primarily using a set of strategies that have proven effective for most of your clients. Recently, you've read about a cognitive-behavioral coaching approach that has shown promising results in academic studies.

What is the best & worst action in this situation?

A - Decide to maintain your current coaching strategies, as they have served you well and you see no immediate need for change.

B - Enroll in a certified course on cognitive-behavioral coaching techniques to understand the principles and applications before integrating them into your sessions.

C - Learn some cognitive-behavioral techniques and try them out in your next coaching session to see how effective they are.

D - Organize a workshop for your clients to introduce cognitive-behavioral techniques and gauge their interest before formally adding it to your practice.

	A	B	C	D
Best Action		⊘		
Worst Action	⊘			

Scenario E018

You are initiating a coaching contract with a new client who runs a small business. During your

initial meeting, the client seems eager to start but is vague about their availability and hesitant to commit to a regular schedule. They also inquire about potentially involving some of their key staff in certain sessions without discussing how this might affect confidentiality agreements.

What is the best & worst action in this situation?

A - Start the coaching sessions based on general verbal agreements to accommodate the client's enthusiasm, addressing scheduling and other specifics later.

B - Work together on a detailed written agreement that outlines all parameters including logistics, fees, scheduling, confidentiality, and conditions under which others may be involved, before commencing any coaching.

C - Propose a flexible approach where the client decides session by session when to meet and whether to include others within a certain time period.

D - Suggest starting with a trial period with a contract to see how the arrangement works.

	A	B	C	D
Best Action		⊘		
Worst Action	⊘			

Scenario E023

A client expresses frustration during a coaching session, detailing various challenges they're facing in their work environment. They talk about feeling overwhelmed by their workload and struggling to communicate effectively with their team. The client emphasizes the need for better time management and clearer communication strategies.



What is the best & worst action in this situation?

A - Ask the client to elaborate on specific instances where they've experienced challenges with time management and communication.

B - Reflect back on the client's concerns, summarizing the key points they've made about their workload and communication issues.

C - Offer suggestions for time management techniques and communication strategies without confirming understanding of the client's experiences.

D - Share personal experiences of overcoming similar challenges in the past, aiming to inspire the client with potential solutions.

	A	B	C	D
Best Action				
Worst Action				

Scenario E027

During a coaching session, a client expresses frustration with their inability to maintain a healthy work-life balance. They describe feeling overwhelmed by their workload and guilty about not spending enough time with their family. As the conversation unfolds, the coach notices that the client often mentions feeling pressured to meet unrealistic expectations set by their employer.



What is the best & worst action in this situation?

A - Acknowledge the client's feelings of frustration and guilt, then ask if they want to explore the impact of their employer's expectations on their work-life balance.

B - Redirect the conversation to focus solely on strategies for improving work-life balance, avoiding discussion of the client's employer.

C - Share personal experiences of dealing with similar challenges, aiming to provide the client with new perspectives.

D - Ask the client a series of open-ended questions to gather more information about their employer's expectations.

	A	B	C	D
Best Action				
Worst Action				

Scenario E029

During a coaching session, a client expresses frustration with their lack of progress in achieving their career goals. They describe feeling stuck in their current role and unsure about their next steps. The client mentions considering pursuing further education to advance their career but expresses doubts about whether it's the right path for them.

What is the best & worst action in this situation?



A - Ask the client to reflect on past experiences where they successfully navigated uncertainty and how they can apply those lessons to their current situation.

B - Encourage the client to explore their doubts about further education by asking open-ended questions about their long-term career aspirations and how additional education might align with

them.

C - Provide the client with a list of potential career paths and educational opportunities.

D - Share personal anecdotes about the experience of pursuing further education, aiming to help the client with new perspectives.

	A	B	C	D
Best Action				
Worst Action				

Scenario E032

You, as a coach, have been working with a client for several months, helping them navigate career transitions and personal development goals. During a coaching session, the client opens up about struggles they're facing at work due to a recent promotion to a leadership position. The client admits feeling overwhelmed by the new responsibilities and pressure to perform, leading to increased stress and anxiety. As the session progresses, you realize that you're also experiencing similar challenges in your own professional life. You notice that your personal stress and feelings of inadequacy are affecting your ability to focus and provide effective coaching support to the client.



What is the best & worst action in this situation?

A - Continue coaching as usual, hoping that personal issues won't affect the coaching process.

B - Reach out to a trusted colleague or mentor to discuss the situation and determine the best course of action.

C - Stop coaching immediately for client's best interests.

D - Promptly seek relevant professional guidance and, if necessary, suspend or terminate the coaching relationship(s) to ensure the client's best interests are prioritized.

	A	B	C	D
Best Action				
Worst Action				

Scenario E033

As a life coach, you are working with a client who is undergoing significant life changes, including a career transition and moving to a new city. During a session, the client shares their excitement about the new opportunities but also expresses underlying anxiety about the changes. You notice subtle shifts in the client's tone and body language that suggest their

anxiety might be more serious than they are openly acknowledging.

What is the best & worst action in this situation?

A - Congratulate the client on the positive changes and encourage them to focus on the exciting aspects, minimizing the anxiety as just a normal part of the process.

B - Acknowledge the client's excitement, but also gently probe the anxiety they mentioned, asking questions to understand their feelings more deeply.

C - Focus solely on providing strategies for managing anxiety, assuming it is the primary issue that needs addressing.

D - Remain silent and allow the client to steer the conversation towards whatever aspects of their situation they wish to discuss, without intervening.

	A	B	C	D
Best Action		⊘		
Worst Action	⊘			

Scenario E038

As an executive coach, you are working with a client who is a high-ranking corporate leader. The client is highly effective in their role but often receives feedback from colleagues about being too distant and unapproachable. During your sessions, you've observed moments where the client's responses could be perceived as dismissive or overly brief, which might contribute to these perceptions.

What is the best & worst action in this situation?

A - Directly tell the client they need to change their communication style to be warmer and more engaging.

B - Share your observations about their communication style in a neutral, non-judgmental manner, explaining how these might contribute to perceptions of being unapproachable.

C - Keep your observations to yourself to understand the client better.

D - Encourage the client to ask for direct feedback from colleagues about their communication style, without sharing your own observations.

	A	B	C	D
Best Action		⊘		
Worst Action	⊘			

	A	B	C	D
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Scenario E039

As a wellness coach, you've been working with a client on managing stress through mindfulness and meditation techniques. Over several sessions, the client has shared how these practices have positively impacted their ability to handle stressful situations at work. As you approach the end of this particular focus in your sessions, you want to ensure the client can maintain and build on their progress independently.

What is the best & worst action in this situation?

A - Write a detailed summary of what has been covered and the progress made, and give it to the client, expecting them to review it on their own.

B - During the next session, ask the client to share their understanding of what they've learned and how they've applied it, and jointly create a summary document that includes their insights and future steps.

C - Conclude the sessions without a formal summary, assuming the client will remember the key points discussed.

D - Provide a generic list of mindfulness techniques and their benefits, reminding the client to keep practicing what they learned.

	A	B	C	D
Best Action		✔		
Worst Action			✔	

Scenario C001

During the coaching session the Client excitedly shares he has just found out the Coach has gone through a very similar experience to the one he is dealing with and in fact, is considered an expert in dealing with his exact situation. The Client expectantly turns to the Coach and says, "tell me what do to, just tell me what to do and I'll do it!"

What should the coach do?

A - Acknowledge that you have been through a similar event and explain to the Client it is more important to first explore the Client's situation.

B - Coach the Client on the situation and never admit you have been through a similar situation.

C - Acknowledge that you have been through a similar event and tell the Client how the Client

should handle the situation.

D - Acknowledge that you have been through a similar event and tell the Client how you handled the situation.

	A	B	C	D
Best Action	✔			
Worst Action		✔		

Scenario C003

The Coach and Client have been working on an issue the Client knows the Coach is considered an expert in. The Client is getting frustrated that the issue is taking too long to resolve and asks the Coach to simply tell the Client what to do in order to move forward.

What should the coach do?

A - Tell the client what next steps to take.

B - Use a metaphor to explain how to move forward.

C - Tell the client they will have to pay extra for the Coach's expertise.

D - Ask questions that allow the client to consider and explore possible strategies.

	A	B	C	D
Best Action				⊘
Worst Action			⊘	

Scenario C004

A Client is relaying to the Coach a very detailed analysis of what happened at the most recent board meeting of the company when the Client abruptly stops the narrative and asks the Coach if the Coach has been listening to what the Client has been saying.

What should the coach do?

A - The Coach tells the Client to get to the point.

B - The Coach tells the Client the Coach has been intently listening to what the Client is not saying.

C - The Coach tells the Client the Coach has been intently listening to what the Client is saying.

D - The Coach discusses with the Client that the Coach has been intently listening to what the Client has said and not said and asks the Client why they feel the Coach is not actively listening.

	A	B	C	D
Best Action				✔
Worst Action	✔			

Scenario C005

The Coach has been hired to help a Client develop into what the Company hopes will eventually be a senior management position. Normally the Client is upbeat and looks forward to taking on new challenges. Today the Client has come to the coaching session ready to quit as a result of working with whom the Client perceives to be a difficult supervisor asking for the "impossible!"

What should the coach do?

A - Help the Client draw up a letter of resignation.

B - Explore with the Client why the Supervisor is so difficult.

C - Ask the Client what is wrong with the Client's relationship with the difficult Supervisor.

D - Explore with the Client what what is happening in the relationship with the Supervisor.

	A	B	C	D
Best Action				⊘
Worst Action	⊘			

Scenario C006

The Client has come to the coaching session complaining about his relationship with a coworker who he sees as unreasonable and demanding. Halfway through the coaching session the Coach notices the Client is no longer referring to his coworker, but instead, has now inserted the name of his wife as he was relating a time he felt the "coworker" was unreasonable and demanding.



What should the coach do?

A - Ask the Client why are they drifting from their original agreed upon focus.

B - Check in with the Client to see if he has realized he used his wife's name, instead of his coworker's name and move in the Client's desired direction.

C - Tell the Client they need to stay focused.

D - Check in with the Client to see if he realizes he is beginning to wander.

	A	B	C	D
Best Action				
Worst Action				

Scenario C007

The Client has come to the coaching session feeling overwhelmed with an unexpected problem at work. As the coaching session has gone on, it is obvious the Client is feeling more relaxed and is slowly able to identify what has made the Client feel overwhelmed.



What should the coach do?

A - Ask the Client what next steps the Client needs to take to full address the problem.

B - Ask the Client to prioritize how important the problem is in light of other things going wrong in the client's life.

C - Ask the Client what would prevent them from taking next steps to solve the problem.

D - Tell the Client since you were able to talk through the situation it is obvious the problem was no big deal and ask them what else they would like to be coached on.

	A	B	C	D
Best Action				
Worst Action				

Scenario C008

Your Client is senior management in a high powered company and has just been placed in charge of supervising someone who is both a challenging personality and related to the owner of the company. Your Client has requested this be the topic of the coaching session.



What should the coach do?

A - Work with the Client to develop strategies for keeping her position with this company.

B - Tell the Client this was not part of the original Coaching Agreement.

C - Work with the Client to develop a strategy for advancing the owner's plans for this relative.

D - Work with the Client to develop a plan for "managing" this challenging personality

	A	B	C	D
Best Action				
Worst Action				

Scenario C012

A conflict has arisen at the workplace between two of the Coach's clients. Both Client's are insisting they are following the next steps agreed upon with their Coach. One Client has come to the coaching session demanding that the Coach intervene.



What should the coach do?

A - Ask the other Client what his or her point of view is.

B - Tell the Client to find another coach.

C - Call both clients in for a meeting.

D - Help the client devise a strategy as to what a discussion with the other Client would look like.

	A	B	C	D
Best Action				
Worst Action				

Scenario C016

The Coach has been working with the Client for a number of months now working through various options for the Client's career path. Normally the Client is an "out-loud processor" who enjoys verbalizing all that comes to mind when the Coach asks a questions. The Coach has just asked the Client a powerful question which the Client is taking a long time to answer.

What should the coach do?

A - Immediately stack another question on top of it.

B - If the Client does not answer right away, ask the question in a different way.

C - Tell the Client what the correct answer is.

D - Let silence do the heavy lifting and leave space for processing and response time.

	A	B	C	D
Best Action				⊘
Worst Action			⊘	

Scenario C019

A Client has hired the Coach through her company's coaching program because every time she thinks she should apply for the next promotion, she talks herself out of it. She has heard that you have Coached other "rising stars" at her company and she wants you to do the same for her.

What should the coach do?

A - The Coach asks the Client if she feels she is the best candidate for the job.

B - The Coach asks the Client why she has not developed an action plan to go after the promotion.

C - The Coach asks the Client why she is setting goals that are unattainable.

D - The Coach explores with the client what her limiting beliefs are.

	A	B	C	D
Best Action				⊘
Worst Action			⊘	

Scenario C022

The Coach and Client have been coaching for almost six months and once again the Client has come to the session without following through on the agreed upon goals. The Client tells the Coach that once the Client leaves the session, more important matters always crop up which change the Client's mind as to how the situation the discussed should be handled.



What should the coach do?

A - Tell the client you will fine them for every goal they no longer accomplish.

B - Tell the client he or she is not ready for coaching.

C - End the contract immediately.

D - Explore the reason for goals and the parameters around following agreed upon goals.

	A	B	C	D
Best Action				
Worst Action				

Scenario C024

The Coach has been hired by the Supervisor to deal with the Client's anger management issues. As the Client begins to relay to the Coach all that has been happening at work and how overwhelming it feels, the Client turns their anger towards the Coach because coaching is now one more thing the Client has to fit into the schedule.



What should the coach do?

A - Bring the coaching session to an immediate end.

B - Instruct the Client to sign up for anger management sessions.

C - Never allow a Client to talk about his or her anger.

D - Ask the Client if they feel ready to explore his/her anger.

	A	B	C	D
Best Action				
Worst Action				

Scenario O002

A new client is undergoing significant life changes, including the arrival of a new baby and the commencement of a new job. During their initial session, they devoted considerable time to discussing their goal of achieving greater love and balance in their life. They particularly focused on addressing anger outbursts that dominate their day. The session centred on identifying their

desired outcomes and strategising ways to attain a more balanced self. However, in the second session, they reported another anger incident, indicating no progress since the first session. You are unsure about the lack of progress.



What should you do?

A - Ask the client if they believe it may be beneficial to interrupt the coaching relationship.

B - Tell the client that anger is just an emotional response, suggesting the need to stop acting childish and focus instead on achieving their desired outcomes.

C - Encourage the client to explore potential barriers hindering their ability to manage and mitigate escalating anger.

D - Proposing to start a journaling practice where to write what the client is grateful for.

	A	B	C	D
Best Action				
Worst Action				

Scenario O006

You are coaching the Founder of a small organisation with about 200 employees. They are a new business in the Artificial Intelligence sector and were founded by a group of former colleagues who were made redundant by their previous employer. The Founder calls you for a first discovery call to share their struggles. They are taking too much on themselves and are struggling to deal with the many challenges of running their own business. They are experiencing work-life balance challenges and are struggling with the performance of their employees, who work in a rapidly changing environment where competition is becoming higher and higher. As a consequence, the Founder works under pressure and feels left alone. During a session, they unexpectedly broke down and burst into tears. You are quite surprised and unsure about what to do.

What should you do?

A - You understand the importance of helping the client move forward and ask the client a powerful question designed to shift their perspective and help them move forward.

B - Observing that the topic at hand is important for the client, you decide to immediately break the silence by sharing a light-hearted joke. This approach leverages your well-known sense of humour and ability to inject levity into difficult situations, which many of your clients have come to appreciate and find comforting during times of hardship.

C - Let silence do the heavy lifting as the client centres themselves. Use this pause as an opportunity to ground yourself as well, maintaining a calm and receptive presence.

D - Pretend nothing happened so that the client does not feel embarrassed, and smoothly transition the conversation to redirect the focus towards a more productive and constructive topic.

	A	B	C	D
Best Action			❌	
Worst Action		❌		

Scenario 0013

You are coaching a Director of an important organisation. Your coaching relationship with this Director has the potential to expand into a more extensive engagement involving their entire team. The Director is grappling with severe issues related to team performance, which have become a major concern. During your sessions, the Director shares the intricate details of the difficult situations they have encountered. They share the various strategies and interventions they have implemented so far in an attempt to address the performance issues. Despite these efforts, the team’s performance has not shown the expected improvement, leaving the Director feeling uncertain and frustrated about the best way to proceed. In exploring potential solutions, the Director considers several different approaches but remains unsure about which one would be the most effective for the team. They seek your perspective, asking what you would do if faced with a similar situation. Although the Director has a clear understanding of what coaching entails, they express a desire for an alternative viewpoint, hoping it might shed light on the best path forward. The sensitivity of the situation is such that the Director feels unable to discuss it with anyone else, just you.



What should you do?

A - Share advice outside of the coaching session just once and tell your client that you do not wish to have a hybrid relationship going forward.

B - Ask the client if they prefer a mentoring or consulting relationship and switch according to the client’s needs.

C - Refuse to give advice because you do not want a hybrid relationship.

D - Ask questions that allow the client to further explore possible strategies and use perspective shifting techniques to help the Director look at the situation from different angles.

	A	B	C	D
Best Action				
Worst Action				

Scenario O014

Your client is dealing with weight loss, prompted by recent diagnoses of high blood pressure and elevated sugar levels. This health scare has brought them to a pivotal moment, and they have chosen to focus on these issues in their coaching sessions with you. Together, you discuss a comprehensive plan that includes regular exercise, adherence to a healthier diet, and strategies to return to their desired weight. As their coach, you are concerned about their recent significant weight gain, which has occurred over the past few months. However, you also recognise a newfound determination in your client, as they appear motivated to devise and follow a plan to achieve their health goals. As the session progresses, your client formulates a clear and precise idea of how to move forward with their weight loss journey. They outline specific steps and routines that they believe will help them achieve their objectives. Yet, despite this clarity and motivation, your client voices a lingering fear of reverting to old, unhealthy habits. They reflect on past attempts at dieting and exercising, recalling how difficult it was to maintain a healthier routine. They admit to frequently skipping the gym and indulging in junk food and desserts, especially at night.



What should you do?

A - Agree on regularly checking in with your client to provide reminders and encouragement for them to stick to the plan. This ongoing support can help maintain their motivation and accountability.

B - Help the client explore their concerns about adhering to the plan. Work together to identify and strengthen their support mechanisms, ensuring these strategies can function effectively without your direct involvement.

C - Refuse to check in with your client, due to your very busy schedule.

D - Politely decline the request for daily personal reminders, and instead, suggest they set up a daily reminder system that they can integrate into their calendar. This way, they can receive consistent prompts to stay on track without relying on your availability.

	A	B	C	D
Best Action				
Worst Action				

Scenario O019

You are working with a client who is a famous writer. Your client is now working on a new novel, the masterpiece in their career. Your relationship goal is about keeping up with the writing to stay in flow. Your client reached out to you because they had some challenges while writing the previous book. They had no inspiration at all for long periods of time and are concerned about having this horrible experience once again. Your client is typically energetic and positive, but they arrive at today’s session appearing tired and discouraged. They share that they have recently “hit a wall” in writing, with only two chapters remaining. When they sit down to write, your client says they can barely come up with anything, and nothing that is worth publishing. The client says they are afraid they won’t be able to complete the book on time and that all of their work toward this goal will be lost.



What should you do?

A - Invite your client to delve into their feelings surrounding their apprehension about completing the book. Encourage them to explore and unpack their fears and concerns in a safe and supportive environment.

B - Remind your client that they have achieved extremely challenging goals in the past and they should not be concerned.

C - Engage your client in a reflective dialogue about their experience with the previous book they were unable to finish. Invite them to articulate how they felt during that time and encourage them to consider what should be different this time based on what they have learned from that experience.

D - Suggest your client some practical strategies and actionable steps they can implement to propel them forward in the process of completing the book.

	A	B	C	D
Best Action				
Worst Action				

Scenario J202

You are currently undergoing mentor coaching sessions and are preparing some recordings to discuss with your mentor coach and hoping to find one that you feel confident to submit for your credentialing application. Unlike in normal coaching sessions, when you press record, you feel very nervous and unsure. During a recorded session, the client does not seem to follow your usual line of questioning.




What should you do?

A - Remember that the focus for the session needs to be your client and what they want to explore or accomplish, so the best thing to do is to actively listen and fully-engage with whatever your client says.

B - Artfully ask a question related to the client's goal, even though it has nothing to do with what she just said.

C - Ask your client about her emerging thinking, then ask a question which ensures you get the client back on track.

D - Pause the recording, remind the client that this session is for your performance evaluation and politely request that she stays on topic.

	A	B	C	D
Best Action				
Worst Action				

Scenarion J204

A client is engaged in strategic planning that has been delayed by their thoughts that incorporating more people will only result in conflict and competition.



What should you do?

A - Enquire how the client might utilise software that replaces the need for personal interactions and explain that will get the planning done much more quickly than through consultation.

B - Explain that you are not an expert in this field and offer to provide some suggestions of types of consultants who can guide strategy sessions.

C - Reflect back what the client has expressed and ask the client if it may be beneficial to explore this thought process.

D - Provide some examples around strategic planning and effective processes that have worked for you.

	A	B	C	D
Best Action				
Worst Action				

Scenario J205

A corporate client wants to discuss a personal situation. The sponsor contracted 100% confidentiality and that clients can discuss any topics that they feel will help them to be fully-focused at work, even if the topics are of a personal nature. Your client seems emotional and explains that she has just found out that her daughter is in an abusive relationship. She needs to talk it through and hopes to design some action to help her to deal with the situation.



What should you do?

A - Explain that you are an executive coach and, although the contract is designed in a way which allows for personal topics, this is far beyond the scope of what you are happy to talk about and tell the client she needs to see a counsellor.

B - Explain to the client that you can not coach somebody who is not in the room (her daughter) but that you can partner with her to talk the situation through and hopefully come out with some actions which will help her.

C - Look absolutely horrified and explain that you once had a friend in a similar situation.

D - Make some suggestions about what the client could or should do and explain that she absolutely has to act straight away.

	A	B	C	D
Best Action				
Worst Action				

Scenario J210

When dealing with a client who brings multiple issues to the session

What should you do?

A - Tell the client that you can see multiple goals and that they should have spent some time before the session deciding on their priorities.

B - Share your observation that there are multiple goals and that is a lot to address in one session. Ask them what is the most urgent or important at that moment.

C - Suggest working on the goal that looks most likely to be handled in the time available.

D - Ask the client what he thinks about postponing until he has a clearer picture of what he

needs from the coaching sessions.

	A	B	C	D
Best Action		⊘		
Worst Action	⊘			

Scenario J215

While your client is sharing a story, they suddenly become very animated and start smiling.

What do you do?

A - Share your observations with the client, without attachment, and ask what happened in that moment.

B - Notice this and decide that you are on the right track with your questions and carry on with your planned questions.

C - Notice and ask the client why they now look so happy.

D - Mirror your client's smile and energy in order to increase the rapport with your client.

	A	B	C	D
Best Action	⊘			
Worst Action		⊘		

Scenario J216

A regular client who has always been punctual, starts being late for coaching sessions. This seems very out of character.

What should the coach do?

A - Share with the client that you have noticed this change, and ask them to be on time in the future whenever possible.

B - Share that you have noticed this change in behaviour and ask the client if they are aware, and what it might mean.

C - Notice this change but decide not to do or say anything to the client because, after all, it is

their money that they are wasting.

D - Let the client know that you have noticed this, and ask them to consider what it is that is making them late as it is out of character, and also makes starting the session more difficult for you.

	A	B	C	D
Best Action		⊘		
Worst Action			⊘	

Scenario J217

Your client has brought the topic of a difficult relationship to the coaching space a few times. After 2 or 3 times listening to your client complain about this relationship your gut feeling is that an alternative perspective might be beneficial for the client's growth and learning.

What should the coach do?

A - Suggest a role play activity with your client in order to change their point of view.

B - Explain that, from what you have heard, this relationship may not be beneficial for your client, so ask questions about their next steps.

C - Tell the client that you feel they are being unfair and unrealistic in their dealings with their partner and why.

D - Share your observation that this has come up several times, and that you are noticing that they seem to want the other person to change, and ask questions to explore their thoughts and feelings about this.

	A	B	C	D
Best Action				⊘
Worst Action			⊘	

Scenario J224

Your client comes to the session with no goal in mind. They ask what you think would be useful for them to work on.

What should you do?

A - Remind the client that this is their coaching session and, to get the most benefit, they should

at the very least take a few minutes prior to meeting to think about what they want to work on.

B - Remind your client that these are their coaching sessions and that the focus is up to them. Ask them to consider what might be most useful to work on.

C - Remind the client that these are their coaching sessions and although, strictly speaking you should not share your ideas, you think time management would be a good topic to focus.

D - Remind the client that you are not a mentor and explain that you are a bit disappointed that they haven't got something in mind for the session because it makes you think that they are not taking the coaching conversations seriously.

	A	B	C	D
Best Action		✔		
Worst Action			✘	⊘

Scenario J225

A business coaching client reports, at the beginning of the session, that they are overwhelmed with enquiries from potential new customers, and don't know where to start dealing with these new enquiries.

What should the coach do?

A - Ask how much business do you have coming in.

B - Ask them why they don't just turn down some of the new business down to make things more manageable.

C - Ask why they have let it get to this crisis point and explain that you thought that they were more organised.

D - Ask who or what might be able to help them to deal with the level of new enquiries.

	A	B	C	D
Best Action				⊘
Worst Action			⊘	

Scenario J228



From the options below, what would be the the best and worst way to help a client see the difference between their perspective and alternative perspectives on a difficult situation?

A - Give the client the assignment to collect feedback from those whose perspectives differ.

B - Invite the client to use the coaching conversation to explore potentially different ways of explaining the events.

C - Share a personal example of a time when one's perspective did not represent the actual events.

D - Give the client feedback about the client's distorted perspective, and how they now need to ensure that they are more realistic in their views.

	A	B	C	D
Best Action				
Worst Action				

Scenario J230

Your client has shared that she is experiencing a problem; she struggles to be assertive in both her professional and personal lives. As a result she feels disempowered and as though people take advantage of her. As you are discussing this with your client, your gut instinct says that there is a pattern emerging.



What should you do?

A - Notice the pattern and share this with your client, then enquire if the client feels that exploring any factors which may connect the two might be helpful.

B - Notice the pattern and, because you want the best for your client, offer your opinion and some ideas about what she may do to break the pattern.

C - Notice the pattern and suggest to your client that you think they are deliberately sabotaging themselves then ask them their thoughts about this.

D - Ignore the pattern you have noticed as you feel that your client is not really ready to address the problem so move on to something more positive.

	A	B	C	D
Best Action				
Worst Action				

Scenario J234

The client is discussing the possibility of relocating closer to their husband's family which would entail moving their children's school, the client's job and purchasing a new home. The client states that moving is fine because housing is cheaper in that area, the family will be closer, and that she will have more support caring for her children. The client appears physically uncomfortable while discussing this issue, is moving around in her seat a lot as well as biting her nails.



What should the coach do?

A - Point out to the client that they have not addressed the subject of how the move will impact their job.

B - Ask the client to consider their emotional response to the proposed move, rather than the logical argument.

C - Offer your observation that the client's body language does not seem match the words spoken and ask what is going on for her in that moment.

D - Share your thoughts about her situation and ask if she really thinks it is a good idea considering the amount of compromise required.

	A	B	C	D
Best Action				
Worst Action				

Scenario J235

A client relates the news of a long sought after impending promotion in a very flat tone of voice. The client describes the many benefits of the promotion and explains how the additional salary will help her family. This promotion is exactly what the client has been working toward since engaging in coaching with you.

What should you do?



A - Congratulate the client and then enquire whether the client wants to continue the coaching relationship.

B - Congratulate the client and ask what the next professional goal might be.

C - Congratulate the client on finally attaining the goal.

D - Congratulate the client and then share your observation about her tone of voice and ask

what she is experiencing in that moment.

	A	B	C	D
Best Action				
Worst Action				

Scenario J236

A client has been repeatedly going over a dilemma in coaching sessions and feels that there seems to be no solution.

What should the coach do?

A - Tell the client that you will keep them focused on the issue until a workable option becomes clear.

B - Ask questions that clarify exactly what progress has been made towards solving the dilemma.

C - Ask the client why it is so important to them to solve this dilemma, and what they are learning about themselves in this situation.

D - Share how other clients have resolved similar issues.

	A	B	C	D
Best Action				
Worst Action				

Scenario J237

A client has been making great progress in the six months since they started coaching, but a recent personal crisis has created a lot of upheaval in both their professional and personal lives. In today's coaching session, the client comes in a highly distressed state and seems unable to move past the extreme emotion that they are experiencing. At one point in the conversation, the client shares that sleep has become a problem. The client also admits to having emotional outbursts at home and greater difficulty concentrating at work.



What should the coach do?

A - Empathize with the client's distress by sharing a personal story, and tell them that things are rarely as bad as they seem.

B - Contract with the client to seek a professional mental health evaluation.

C - Hear the client's concerns and explore potential options.

D - Ask the client how you can partner together in the session in order to work through some possible options to explore what help they may need and to consider possible ways forward.

	A	B	C	D
Best Action				
Worst Action				

Scenario J238

A CEO interviews a potential coach for a twelve month engagement. In this conversation she states, "I want a coach who will push back, tell me when I'm wrong, challenge me, and give their point of view. I don't want a coach who just asks questions.



What should the coach do?

A - Explain that, as an ICF coach, you can facilitate a conversation by offering opportunities to explore the issue and to also offer challenging, but that it would not be within your scope to provide options and guidance because coaching is non-directive.

B - Explain to the CEO that she is looking for a mentor or a consultant because coaching is non-directive.

C - Tell the CEO that she is the expert in her field so that it would not be beneficial for you to offer your opinions.

D - Agree to provide exactly what the CEO has asked for and that you are willing to tell her when she is wrong, to offer challenge, and to push back when needed.

	A	B	C	D
Best Action				
Worst Action				

Scenario J239

The client enters the coaching session furious over a confrontation with their boss earlier in the day, and explains that this is not the first time this has happened and that they are frustrated. They tell you that ever since this boss took over, there has been conflict because they have very different styles of working.



What should you do?

A - Listen carefully and then point out to the client that you think that they are completely overreacting.

B - Listen carefully and then ask the client what they want to achieve in the session or what would be most beneficial to leave with.

C - Acknowledge the client's expressions of frustration and anger, and ask how they would like to proceed.

D - Self-manage and try not to react negatively to the client's anger and frustration.

	A	B	C	D
Best Action				
Worst Action				

Scenario J240



The client is struggling with personal, professional and volunteer demands. The client is missing deadlines, neglecting self-care, and is feeling generally overwhelmed and exhausted. In the spirit of co-creating the relationship, the best and worst things that the coach could do would be:

A - Make it clear that the client is overstretched and that they need to drop some of their responsibilities in order to feel less overwhelmed and exhausted.

B - Remain curious about the client's thinking regarding the situation, and ask questions around the client's current thinking.

C - Share your experiences of unsuccessfully juggling multiple demands and what you did to rectify the problem, then ask if they learned anything useful from that.

D - Remain curious, acknowledge what the client has shared and enquire what would be the most useful goal or outcome for the session.

	A	B	C	D
Best Action				
Worst Action				

Scenario J242

A coaching session has a few minutes left, and the client has discovered some great new insights, and has a good plan of action in place.

What should the coach do?

A - Inform the client that the time is almost up, and ask the client what help they need from you to get started with their action plan.

B - Inform the client that the time is almost up, and tell them what stood out for you as a coach during the session.

C - Inform the client that the time is almost up, and ask how they would like to draw the session to a close.

D - Inform the client that the time is up, and suggest that, in the last 2 minutes, you can summarize the session for the client.

	A	B	C	D
Best Action			✔	
Worst Action		⊘		✘

Scenario J244

You are 10 sessions into a 12 session engagement with a private coaching client. The client has completed everything they aimed to achieve. The client starts a session by saying that everything is going well and that they would therefore like to terminate the contract early.

What should you do?

A - Explain to the client that you can work together to utilise the time which has already been paid for.

B - Honour the client's request to terminate the contract, and ask if they would like to take some time to consider if they would like a refund or to keep the sessions and use them at a later date.

C - Remind the client that there are still two sessions to go on the contract, and suggest that they take a break until something comes up that they would like to bring to coaching.

D - Acknowledge the request, and open space for the client to explore how best to use the remaining two sessions left in the contract.

	A	B	C	D
Best Action		⊘		
Worst Action	⊘			

Scenario J245

A client comes to a coaching session with the clear goal of working through a recent work-related setback. The client begins by sharing the experience and their feelings about it.

What should the coach do?

A - Listen, stay with the silence, provide space for the client to reflect and then use powerful questions to deepen the client's learning about themselves and the situation.

B - Move quickly past the setback because the client is clearly emotional, and encourage the creation of an action plan to move the client forward.

C - Encourage the client to examine their learning about the setback and their reaction to it.

D - Encourage the client to share their feelings about this particular experience as well as similar experiences in the past, then enquire what they have learned about themselves.

	A	B	C	D
Best Action	⊘			
Worst Action		⊘		

Scenario J246

Your client comes to the session to talk about the difficulty she is having deciding between two equally good promotion opportunities.

What should you do?

A - Ask which job is easiest, pays the most and has the best opportunity for continued promotion.

B - Ask the client what their gut feeling or intuition is saying at that moment when thinking about both opportunities.

C - Ask the client which friends or family members she can consult before making a decision.

D - Suggest to the the client that it may be useful to make a list of pros and cons for both opportunities so that the decision is aligned with their long-term goals.

	A	B	C	D
Best Action		⊘		
Worst Action	⊘			

Scenario J248

A client is one of the best paying clients the coach has, and seems happy with the coaching engagement. However, the client consistently shows up with good excuses not having made much progress towards their goals. When the coach enquires about this, the client acknowledges that they have not been making as much progress as expected, but explains that they are finding the coaching sessions extremely beneficial in many ways.

What should the coach do?

A - Insist that the client works harder towards their goals because you want them to get value for money.

B - Respect what the client has said and accept that, if the sessions are beneficial, then it is the client's choice about whether to continue or terminate the contract.

C - Let things continue because the client seems happy enough, but keep mentioning their stated goals and see how what you can do help them move forward by providing accountability and check-ins.

D - Tell the client that you don't feel like you are doing your job properly if they do not fulfil their goals but that it is entirely their choice.

	A	B	C	D
Best Action		⊘		
Worst Action	⊘			

Scenario J249

A client has been focused on business development in coaching conversations and, at the end of the third session, asks a coach to write a business plan which has been discussed during the session.

What should the coach do?

A - Take some time to have an open discussion with the client about the distinctions between coaching, mentoring and consulting then explain that writing a business plan is a consulting role, and not a coaching role.

B - You can see that you client is struggling and want to help, so you decide to write the business plan because you have experience doing this from a previous role.

C - Explain to the client that you can write the business plan, but that you would need to charge more money for this additional professional service.

D - Politely explain that that is outside of your remit as a coach, and suggest a friend who is a business consultant who could write the business plan for your client.

	A	B	C	D
Best Action	⊘			
Worst Action		⊘		

Scenario J250

A potential new client comes to a chemistry call and mentions that they have been having a lot of problems in their personal life and that they have been considering committing suicide, and that they are looking for help, support and guidance.

What should the coach do?

A - Ask the client why they are thinking this way and tell them that nothing is ever as bad as it seems.

B - First, acknowledge what they have said. Then, explain the difference between coaching and therapy. Gently suggest that the services of other support professionals may be beneficial at this time.

C - Tell the client that if they have real problems and feel this way, that they need to speak to a qualified therapist.

D - Ask the client about the issues, what it is that is making him feel so desperate and offer your support, but explain that the client should also speak to their doctor, a health professional or a therapist because their issues are outside of the realms of coaching.

	A	B	C	D
Best Action		⊘		
Worst Action	⊘			

Scenario J251

A strong, independent client gets halfway through what seems like a routine session, when something triggers an unexpected display of very deep emotion.

What should you do?

A - Reach forward and touch the client on the arm, hand them some tissues and tell them not to be embarrassed.

B - Maintain a respectful silence, stay as still as possible and wait until the client is ready to speak.

C - Leave the room quietly in order to allow the client time to gain composure.

D - Ask the client if they are ok, and offer lots of sympathy and reassurance.

	A	B	C	D
Best Action		⊘		
Worst Action			⊘	

Scenario J252

A client says, "I can't see my way through this maze."



What should the coach do?

A - Enquire if it may be helpful for the client to explore this metaphor of the maze.

B - Ask the client, "what do you mean?"

C - Explain that you can imagine how they feel in order to show empathy, then ask what is stopping them from getting through the maze.

D - Tell the client that feeling that way is awful and that they will, absolutely, with lots of hard work, find their way out of the maze.

	A	B	C	D
Best Action				
Worst Action				

Scenario J253

A coach has been working with an executive team. Two of the members, both Vice Presidents (VP) have experienced an ongoing clash of personalities. The tension has been building although no one has spoken openly about it. In the last team meeting, the coach offered their observation that there might be a problem; the whole team seemed relieved. Subsequently, the CEO suggested that the coach work with the two VPs to try to resolve the issues through coaching; the VPs and the coach agreed. Shortly after the coach left the meeting, one of the VPs involved sent an email asking the coach to also coach him separately.

What should the coach do?

A - Acknowledge the request and explain that you will need to discuss the request with the CEO who is the decision-maker.

B - Discuss with the VP what he is looking for in separate coaching, and design goals with him.

C - Agree to coach the VP as long as the other VP also agrees to one-on-one coaching, and that this is all cleared with the CEO who is the decision-maker.

D - Acknowledge the email and reply suggesting that the VP works with another coach.

	A	B	C	D
Best Action				
Worst Action				

Scenario J264

A female leader comes to the session and shares that this is her first day back at work after a miscarriage. They are still processing their loss and visibly upset. From the list below, what would be the best and worst actions for the coach?

A - Ask the client a question about their work or professional goals in order to change the topic and distract the client.

B - Cry with the client to convey empathy and tell them how very sorry you are.

C - Maintain a respectful silence to enable the client to regain composure and, when appropriate, express your condolences for her loss.

D - Tell the client that they should seek therapy and not continue with their work until they have processed their loss.

	A	B	C	D
Best Action			⊘	
Worst Action				⊘

Scenario J265

A client reveals a situation that is greatly impacting their personal life. In the spirit of establishing trust and intimacy, what would be the best and worst actions for the coach?

A - Share an experience that you had in a similar situation that is impacting your own life then enquire what may have been beneficial about hearing that story.

B - Explain that you are here to help in any way you can and will offer as much support as needed.

C - Show genuine concern for the client's situation and enquire what would be most beneficial for their session today.

D - Show genuine concern for the client's situation and suggest ways that they could approach this issue.

	A	B	C	D
Best Action			⊘	
Worst Action				⊘

Scenario J266

A highly motivated, focused client always has a clear idea of what they want from each coaching session and from life in general. During the current session, while providing the coach with their thinking regarding today's goal, the client alludes to another situation that the coach is intuitively curious about.



What should the coach do?

A - Share your curiosity and ask the client if it would be useful to explore the situation that they have mentioned.

B - Say nothing because this is not related to the client's goal for the session, and the client has not requested that this be explored.

C - Ignore the intuitive curiosity and try to put the thought to the back of your mind.

D - Immediately tell your client your thoughts and that this is an area which would be beneficial for them to explore.

	A	B	C	D
Best Action				
Worst Action				

Scenario J267

At the beginning of a first coaching session with a new executive client, they open the conversation by saying, "I am overworked and underpaid, and my work satisfaction is just about zero."


What should you do?

A - Say: "I totally understand how you feel, I experienced exactly the same thing and eventually designed a plan to leave. I'm much happier now."

B - Say: "I hear your dissatisfaction and exhaustion, it must be tough for you."

C - Say: "Thank you for sharing and I hear and acknowledge how you must be feeling. In what ways can this conversation be useful today to explore this?"

D - Say: "I just don't understand why you would stay in a job that you hate and that makes you feel this way?"

	A	B	C	D
Best Action				
Worst Action				

Scenario J268

You ask a question around how the client's values relate to their goal. The client pauses and is quiet for an extended period of time.

What should you do?

A - Recognise that the client is thinking and offer suggestions to help the client along.

B - Self-manage and remain silent to give the client time to think.

C - Help the client by explaining what you meant by the question.

D - Restate the question to ensure the client's understanding.

	A	B	C	D
Best Action		⊘		
Worst Action	⊘			

Scenario J269

A client uses a metaphor which includes reference to a place which you are not familiar with. The client wants to stay with this metaphor to explore her issue.

What should the coach do?

A - Acknowledge the metaphor and explain that you don't know the place that is mentioned so ask the client to consider a different metaphor.

B - Restate the metaphor and ask the client how they would like to design action.

C - Acknowledge the metaphor and ask questions which enable the client to go deeper.

D - Help the client by expanding on the metaphor about a place you know and then ask what they are learning about themselves or the situation.

	A	B	C	D
Best Action			⊘	
Worst Action	⊘			

Scenario J270

A new client shares that they are new to the city and don't yet have any friends to socialise with. The client asks the coach if they can have their coaching sessions at a nearby restaurant. The coach is concerned that the client may become over-reliant on them as a social support.

What should the coach do?

A - Suggest that the client do some research about social gatherings for people new to the city.

B - Invite the client to consider working on a strategy for making new friends.

C - Be completely honest and transparent with the client and sensitively explain your concerns and boundaries.

D - Feel sorry for the client and invite the client to a networking event which you are hosting so that they can meet some new people.

	A	B	C	D
Best Action			⊘	
Worst Action				⊘

Scenario J276

A father comes to a coaching session and is distraught over his son's unwillingness to speak with or have a worthwhile relationship with him.

What should the coach do?

A - Kindly and patiently suggest that coaching is unlikely to be beneficial for the client and pass on the contact details for a reputable counselling service in the area.

B - Explain that you feel out of your depth so you refer the father to a therapist, and explain that this is not a situation which can be helped by coaching.

C - Demonstrate empathy and explain to the father that you can not coach somebody who is not in the room (the son), but that if he feels exploring the situation with you will be beneficial, then you are happy to provide that space.

D - Ask the father for details about what he did wrong with his son so that you have a full picture in order to be able to best help him.

	A	B	C	D
Best Action			⊘	
Worst Action				⊘

Scenario A001

As a professional coach, you are approached by a client who has consistently encountered difficulties in managing their time effectively, often resulting in them being late for their

professional and personal commitments. This challenge has become a source of considerable stress for the client, who recognizes the need to develop better time management skills and improve their punctuality. They are seeking your guidance and support in this area. In alignment with the ICF Core Competencies, particularly focusing on cultivating learning and growth, how would you structure your approach to assist this client in identifying and overcoming the underlying causes of their time management challenges, and what strategies would you employ to enhance their ability to arrive on time for their appointments?

A - Engage the client in a comprehensive facilitation process of self-assessment and reflection by encouraging them to maintain a detailed log of their daily activities for a period of one week. This log should include all aspects of their routine, from professional duties to personal errands. Following this, arrange a deep-dive session to collaboratively analyze the log, identifying specific patterns, habits, or circumstances that contribute to their poor time management, and recommend necessary psychometric tests as necessary. Based on these insights, work together with the client to develop a set of personalized strategies. These strategies could include creating structured to-do lists that prioritize tasks based on urgency and importance, setting achievable goals, and implementing effective reminder systems. The aim is to empower the client with practical tools and techniques that facilitate better time management and punctuality, fostering a sense of self-efficacy and control over their schedule.

B - Suggest to the client that they implement simple yet practical behavioral modifications. This could include planning to depart earlier than usual for their appointments and setting all their clocks and watches ahead by a few minutes. Discuss with the client how these minor adjustments can create a psychological buffer, helping them to account for unforeseen delays and gradually instill a habit of punctuality through a structured process using existing time management tools. While these changes might seem basic, emphasize the potential cumulative effect of these small steps in developing a more punctual routine.

C - Encourage the client to embark on an exploration of the deeper psychological and emotional factors that might be contributing to the time management issues identified by the client. Facilitate a reflective conversation where the client is invited to ponder over personal barriers, beliefs, or external factors that may underlie their habitual lateness. Utilize coaching techniques to support the client in uncovering any subconscious patterns or resistance they might have towards punctuality and effective time management. From this place of heightened self-awareness, work together to co-create a personalized action plan that addresses these underlying issues. This plan might involve setting incremental goals, exploring time management resources, or even seeking additional support where necessary.

D - Advise the client to consider a more radical approach by significantly reducing their current commitments or delegating some of their responsibilities to others. Engage in a discussion about the potential benefits and challenges of this strategy, focusing on how simplifying their schedule could lead to enhanced time management and reduced stress. Explore with the client how this approach aligns with their overall life goals and values, and consider the feasibility and

potential impacts of such a change. Caution the client about the importance of not avoiding responsibilities but rather managing them more effectively.

	A	B	C	D
Best Action			✔	
Worst Action				✔

Scenario A002

You are coaching a high-ranking executive in a prominent finance firm who is currently facing a significant challenge: their team’s communication dynamics are seriously impaired, leading to persistent misunderstandings and detrimental impacts on overall team performance. This situation has escalated to a point where it’s not just a matter of occasional miscommunication but a deep-rooted problem affecting the team’s morale and efficiency. The executive has taken a soft approach so far and is visibly frustrated with this ongoing issue and feels that resolving these communication problems is crucial for any further progress. In line with the ICF Core Competencies, especially focusing on effective communication and cultivating learning and growth, what comprehensive strategies would you use in your coaching to assist your client in addressing and resolving these intricate communication challenges within their team?



A - Explore the possibility of implementation of a new communication tool or platform, under the assumption that technological barriers might be at the root of the communication issues. Encourage the client to enforce strict communication protocols and consider monitoring team emails or messages to ensure adherence to these protocols. Discuss with the client how modern communication tools can streamline information flow and potentially resolve some of the miscommunication issues. However, also explore with the client the importance of not solely relying on technology for effective communication and the need to address any underlying interpersonal dynamics that might be contributing to the problem.

B - Recommend organizing a comprehensive team meeting where the communication issues are openly discussed. Set a clear expectation for this meeting, where the client should aim to set clear and consistent expectations for communication within the team. Further, establish regular feedback sessions where team members can constructively discuss communication dynamics. Offer to provide the client with additional resources to improve communication skills, such as relevant literature or workshops. Additionally, encourage the client to seek feedback from team members to gain different perspectives on the communication issues, thereby promoting a culture of continuous improvement and mutual understanding within the team.

C - Initiate a thorough exploration process with the client to uncover the fundamental causes behind the team's communication breakdown. Encourage the client to provide detailed

examples of instances where miscommunication occurred and to reflect on their personal communication style and its impact on these situations. Utilize these insights to collaboratively devise concrete strategies aimed at enhancing communication within the team. The results may involve introducing structured communication protocols, incorporating active listening exercises in team meetings, and fostering an environment that encourages open and transparent dialogue should the client discover such possibilities. The goal is to empower the client with practical tools and approaches that facilitate improved communication, leading to a more cohesive and effective team.

D - Clearly mention to the client that they need to adopt a more authoritative stance in dealing with the communication issues within their team instead of using a soft approach. Suggest them to consider the possibility of terminating team members who consistently fail to communicate effectively, as a means to set a precedent for the importance of clear communication. Further, recommend focusing on immediate solutions such as mandatory team-building exercises that aim to enhance communication skills. While this approach may seem direct, caution the client about the potential risks associated with such drastic measures and the importance of balancing authority with empathy.

	A	B	C	D
Best Action				
Worst Action				

Scenario A008

In your role as a coach, you are presented with a challenging scenario wherein your client, with whom you have previously established a formal coaching agreement, approaches you with a concern that directly impacts the logistics of your scheduled sessions. This client, bound by the commitments outlined in the coaching contract, finds themselves in a predicament where they might need to cancel an upcoming session with less than the stipulated 24-hour notice, primarily due to unforeseen responsibilities at their place of work. They reach out to you with the intent of seeking clarity and understanding regarding the flexibility of the 24-hour notice policy outlined in your agreement, particularly in the context of this unforeseen work-related obligation.

Given the complexity of this situation and the importance of adhering to the International Coaching Federation (ICF) Core Competencies, your response and handling of this matter must reflect the professional standards expected of a coach. This includes, but is not limited to, the competencies related to establishing and maintaining effective agreements with your clients. The question at hand, therefore, revolves around identifying the most appropriate and ethical course of action that you, as the coach, should take in addressing your client’s request for clarification and potential deviation from the agreed-upon notice period. How would you

navigate this situation in a manner that not only upholds the integrity and professionalism of your coaching practice as dictated by the ICF Core Competencies but also considers the client's current circumstances and the potential for flexibility within the boundaries of the established coaching agreement?

A - Review the agreement's 24-hour cancellation policy, acknowledging the client's unforeseen work responsibilities while also explaining the rationale behind the policy. Discuss the importance of adhering to the terms and conditions of the coaching agreement to maintain a professional and respectful coaching relationship. Make an exception for this time with the promise of not repeating the situation to maintain the coaching relationship.

B - Acknowledge the client's last-minute request and express your dissatisfaction with waiving the policy, but agree to offer an exception this time to maintain the coaching relationship. Caution the client about the importance of future adherence to the agreement and remind them that repeated short-notice cancellations should not occur in the future as it would make you uncomfortable.

C - Listen to the client's situation, empathize with the client, and revisit the coaching contact with the client, then share the rationale behind the 24-hour notice and its necessity from your professional standpoint. Engage in a conversation to discuss the importance of maintaining the integrity of the coaching agreement, explain to the client how exceptions to the policy impact the overall coaching agreement and coaching relationship, and then re-enforcing the 24-hour notice policy. Discuss if it is necessary to potentially incorporate fair and mutually agreed amendments to the Coaching Contract for managing future scheduling conflicts.

D - Request the client to revisit the policy, then directly and briefly reply to the client that flexibility is not possible due to any circumstances and firmly enforce the 24-hour notice policy.

	A	B	C	D
Best Action			⊘	
Worst Action		⊘		

Scenario A014

You find yourself in a professional arrangement where you have been engaged by a corporate entity to deliver coaching services to a number of its executives and the contract has been already signed after numerous and treacherous negotiations on the financial aspects of the engagement. During your visit to the company to commence the coaching engagement, the Human Resources department of the company, which is facilitating and overseeing the coaching engagement, has put forth a request as part of the operational dynamics of this

arrangement. They are asking that you conduct weekly debriefings with the HR manager, providing insights and updates following each coaching session conducted with the executives.



They also specify that the key component here is the intention of the HR department to assure the coaching engagement’s progress and effectiveness for the development of the organization. Given the importance of this situation, how do you plan to address and manage the HR department’s request for weekly debriefings?

A - Establish clear expectations and boundaries and state that you are not in a position to provide a weekly debrief and recommend that executives share a debrief themselves with the HR manager, if they choose to.

B - As you are uninterested in further negotiating and elongating the contractual process, you agree to provide the weekly debrief with the noble intention of supporting organizational development in your mind as you started your career as a professional coach to support organizations to excel and financial remuneration is only one aspect.

C - Suggest that the HR manager directly approach the executives for feedback about the coaching sessions, as this request was not reflected in the initial contract.

D - Agree to provide a general overview of coaching themes without divulging details.

	A	B	C	D
Best Action				
Worst Action				

Scenario A017

In your capacity as a professional coach, who is committed to upholding the principles and standards outlined in the Code of Ethics, you find yourself in a unique and potentially challenging position. This complexity arises from your current engagement with a client who is not just any client but also holds the distinct status of being a close friend outside of the professional coaching context. Within the bounds of a coaching session, a situation unfolds where this client starts to delve into personal matters and issues. These are issues with which you have prior familiarity, not through your professional interactions as a coach, but through the personal and informal exchanges that have characterized your friendship.

Given the dual dimensions of your relationship with the client, the predicament you face is multifaceted, involving the need to navigate the session in such a way that you can effectively maintain the professional integrity that is foundational to your role as a coach. This entails a

commitment to the ethical guidelines that guide your practice, ensuring that the coaching relationship remains distinct and separate from the personal rapport you share.

The crux of the challenge here is to discern how to appropriately manage and address the discussion of these personal issues within the coaching session, considering your pre-existing knowledge and the potential implications for the coaching dynamic. This scenario demands a careful balancing act, requiring strategies that respect the boundaries between your professional responsibilities and personal associations, all while adhering strictly to the ethical framework that underpins your coaching practice.

Therefore, the question at hand is: How would you navigate this delicate situation to ensure that your actions and responses during the coaching session uphold the highest standards of professional integrity and remain in strict alignment with the ethical codes that govern your practice?



A - Leveraging the insights and understanding gained from your friendship can be valuable as it provides additional context that could enhance the coaching process. Use a blended approach and it's imperative to tread carefully with this approach, ensuring that any use of this knowledge is approached with the client's explicit consent and is directly relevant to their coaching goals as you have superior knowledge about the client beyond what client is disclosing to you within the coaching relationship. If the insights from the friendship are deemed beneficial, they should be integrated in a way that respects the client's autonomy and the professional boundaries of the coaching relationship. This nuanced use of personal knowledge must always be in service of the client's development and growth, ensuring that it enhances rather than complicates the coaching engagement.

B - When faced with the client bringing personal matters into the coaching session, it's important to listen actively and provide the same level of coaching support you would extend to any client, without bias. In doing so, briefly reiterate the significance of maintaining professional boundaries within the coaching relationship. This serves as a gentle reminder of the framework within which the coaching process operates, emphasizing that the value of the coaching engagement lies in its professional nature and the objective perspective it offers, separate from personal connections.

C - In the nuanced intersection of your professional coaching role and personal friendship with the client, it is critical to openly recognize and address the dual nature of your relationship. This involves a deliberate conversation to delineate the boundaries that separate the coaching engagement from the personal rapport you share. Therefore, you advise your client that any personal issues previously discussed or known through the lens of your friendship be revisited in a more appropriate setting outside of the coaching sessions. And explore with the client whether the coaching relationship needs to be terminated.

D - Proceeding with the session as if the information being shared about personal issues is new

to you, despite prior knowledge from your friendship, allows for a professional handling of the client's concerns within the coaching context. This approach ensures that the coaching session maintains its focus on the client's needs and objectives without being influenced by external factors or pre-existing personal knowledge. By not acknowledging your prior awareness, you are able to preserve the integrity of the coaching process, treating the issues with the same confidentiality and objectivity as you would with any aspect brought up for the first time in a session.

	A	B	C	D
Best Action				
Worst Action				

Scenario A018

In your professional capacity as a coach, you find yourself working with a client who operates within the real estate sector. This client has identified an area of potential growth in their sales performance and has approached you with a specific request. They have asked you to share the contact information of potential clients from your personal or professional network. This request is rooted in the understanding that networking plays a crucial role in the success of real estate ventures, and the assumption that your network contains contacts that could prove advantageous to your client's business objectives.

Given this scenario, you are faced with the task of navigating this request in a manner that aligns on how you would approach this situation, taking into account the potential benefits of networking in the real estate industry.

This involves a careful evaluation of the request, weighing the desire to support your client's growth and success against the imperative to maintain the integrity of your professional practice. How would you respond to your client's request for contact information?

A - Approach the request with a respectful and clear communication style, articulating your decision to not fulfill the request directly by emphasizing the critical importance of adhering to professional boundaries and the confidentiality that underpins your coaching practice. Inquire whether the client intends to explore alternative avenues of focusing on empowering the client in their efforts to expand their own network.

B - Address the request by first acknowledging the confidentiality obligations you hold towards the individuals in your network. Approach the request with a respectful and clear communication style, articulating your decision to not fulfill the request directly by emphasizing the critical importance of adhering to professional boundaries and the confidentiality that underpins your

coaching practice. Offer to share your insights and expertise on effective networking strategies and provide coaching aimed at enhancing their skills in building and nurturing professional relationships.

C - As a fellow entrepreneur, you are aware of the value of the network, hence diligently communicate to your client the necessity of obtaining consent from your contacts prior to disclosing their information, thereby underscoring the paramount importance you place on confidentiality and adherence to professional ethics in your practice.

D - As a fellow entrepreneur, you are aware of the value of the network, hence diligently share the contact details of the individuals in your network as they also would appreciate, given your strong existing relationships with them as they could benefit from a trustworthy

	A	B	C	D
Best Action	✔			
Worst Action				✔

Scenario A022

During a coaching session, when a client is engaged in detailing a particular situation, the coach begins to perceive indications that the narrative being shared might not encompass the entirety of the circumstances, suggesting that there could be significant details, insights, or emotions that the client is possibly omitting or not fully disclosing. With the previous situations, the coach has experienced how the client finds it difficult to deal with such situations emotionally and has made both the coach and the client have become uncomfortable to the extent where coaching sessions were interrupted in the middle of the conversation. What would be the most suitable and effective method for the coach to adopt?

A - Recognize the importance of the coach's intuition that the situation presented by the client may not be entirely comprehensive, and provide the client with feedback emphasizing the critical role of transparency and openness in the coaching process and enable the client recognize the importance of further exploration.

B - Address the client directly, as straightforward communication is essential in establishing a productive coaching dynamic and request the client to reveal the underlying information and the emotion attached to it.

C - Overlook the hunch of the coach that the client may be concealing certain details, honoring the client's timing and willingness to share more personal aspects of their situation and hold space for the client to open up when they are ready.

D - Upon securing the client's consent, gently encourage them to delve further into their emotions and thoughts.

	A	B	C	D
Best Action				✔
Worst Action	✘		⊘	

Scenario A023

In the midst of a coaching session, a coach finds themselves navigating the conversation with a client when, unexpectedly, the client shifts the trajectory of the dialogue to a new and different topic. This sudden change in direction could potentially leave the coach feeling uncertain about the most effective way to continue. Faced with this scenario, the question arises as to what steps the coach should take to guarantee that the session not only proceeds smoothly but also retains its value and effectiveness for the client. The coach is tasked with making on-the-spot decisions that will ensure the session's objectives are still met, despite the indication of the change in conversation focus. How, then, can the coach adapt their approach to maintain a supportive and goal-oriented environment that aligns with the session's intended outcomes?

A - Proceed with the coaching dialogue without any intervening or interrupting masterfully as the directions change, seamlessly demonstrating the competency of powerful presence and empathy, respecting the client's autonomy and understanding that she knows which direction is most beneficial for her progress where the client did not even realize the change of the topic and trust the process the intended intuitive goal will be achieved a the end of the coaching session.

B - Maintain the coaching process and coaching presence masterfully and gently remind the client of the session's intended outcomes and predetermined agenda without directly leading the client back to the goal

C - Adapt to the client's change in direction, demonstrating adaptability and receptiveness to their new focus. Engage in asking probing questions to grasp the client's motivations for the alteration and verify that this new path is in harmony with her overarching aims and aspirations. Then potentially begin the goal setting process over again.

D - Carefully steer the conversation back towards the initially agreed-upon agenda, create a co-active process with the client ensuring the session remains aligned with its initial purpose and most importantly intended goals are achieved by the end of the session without distraction.

	A	B	C	D
Best Action			⊘	
Worst Action	⊘			

Scenario A026

During a coaching session, a scenario unfolds where the client shares her ongoing battle with chronic health conditions and articulates the challenges she faces in juggling her professional obligations alongside her personal well-being. She describes a sense of being inundated and strained by the relentless pressures emanating from her workplace, all the while striving to navigate and manage her health concerns effectively. Given this disclosure, the question at hand is how you, as her coach, should approach this revelation in a manner that not only demonstrates sincere empathy and comprehension of the client’s circumstances but also provides a supportive space that acknowledges her struggles and validates her feelings. How might you respond to ensure that your engagement with the client’s experiences is both thoughtful and respectful, thereby fostering an environment where she feels truly heard, understood, and supported in addressing the complexities of her situation?

A - Express to the client your comprehension and empathy towards her situation. Appreciate her disclosure, share your understanding, emphasizing her feelings and struggles within her circumstances, then guide her towards the initial goal she identified with a new found empathy towards the client strengthening the coaching relationship.

B - Aside from the coaching session, relate to the client by sharing your personal experiences and challenges with health issues, aiming to build a deeper, more empathetic connection. This sharing is intended to demonstrate solidarity and understanding, showing the client that she is not alone in her struggles.

C - Acknowledge and validate the client's feelings thoroughly, making it clear that her emotions and experiences are both heard and respected. Proceed to engage in a deeper exploration of her specific situation, encouraging a thorough discussion about her experiences and how they impact her life, thereby fostering a supportive and understanding coaching environment. And invite the client to explore what the client would like to do in moving forward in the entirety of the coaching process as well as the coaching engagement.

D - Recognize that she needs assistance beyond coaching and affirm the emotions expressed by the client, taking the opportunity to introduce and discuss details regarding an exceptional health program that you believe could offer substantial benefits and support to the client in managing her health issues more effectively and assure that you receive no referral fee from the program as coaching is a transparent profession and you are not allowed to take a commission stipulated by the ICF professional guidelines.

	A	B	C	D
Best Action			❌	
Worst Action				❌

Scenario A027

In the course of a coaching session, a scenario unfolds where a client shares her feelings of frustration and anger directed at a colleague. This expression of emotion has consumed a considerable portion of the session, with the client dedicating a substantial amount of time to airing her grievances about the circumstances. Client also starts crying during the sharing. Given this context, the question arises as to how the coach can effectively address and support the client’s emotional needs in response to this situation, while simultaneously ensuring that the session remains focused and yields productive outcomes. The coach is tasked with navigating this delicate balance, seeking a strategy that acknowledges and validates the client’s feelings, yet steers the conversation in a direction that is constructive and aligned with the session’s goals. How might the coach articulate a response that both honors the client’s need to express her emotions and maintains the momentum and purpose of the coaching session?

A - The coach addresses the client's ongoing criticism of her colleague with direct feedback, pointing out that the persistent focus on negative aspects of the coworker's behavior might not be the most productive use of their time together. The coach explains that while it's important to acknowledge these feelings, dwelling excessively and going on cycles on them could detract from the session's primary objectives and the client's broader development goals.

B - The coach provides a supportive environment that respects and accommodates the client's need to vent her emotions, recognizing that this expression of frustration is an integral component of the client's overall developmental journey. By doing so, the coach ensures that the client feels heard and understood, allowing her the necessary time to process these emotions as a crucial step in her path to growth and self-awareness. The coach recommends the client to an appropriate professional such as a therapist or counselor for further support. The coach evidently diagnosed that negative emotional and mental conditions cannot be addressed within coaching as part of ICF professional standards. And the coach pays attention to delivering this message in a gentle and empathetic manner with open and direct communication.

C - The coach actively listens to and acknowledges the intensity of the client's feelings towards her colleague, subsequently guiding the conversation to examine how this emotional discourse ties back to the client's original goals and objectives for the coaching engagement. The coach then facilitates a reflective dialogue on how these feelings about the coworker impact the client's progress and explores options for how the client wishes to utilize the remaining time in the

session to best serve her developmental needs and coaching agenda

D - The coach gently encourages the client to redirect the conversation towards topics and objectives that align with the initial reasons for seeking coaching. By doing so, the coach aims to maintain the session's focus and ensure that discussions contribute constructively to the client's personal and professional growth, in line with the goals established at the outset of their coaching relationship as it is an executive coaching engagement.

	A	B	C	D
Best Action			⊘	
Worst Action		⊘		

Scenario A030

The coach finds themselves in a session with a manager known for his high-energy and optimistic demeanor, a characteristic that has consistently defined his approach to work and leadership. However, the dynamics of this particular session are markedly different due to recent developments affecting the manager’s professional life. Just prior to the commencement of their meeting, the manager received news that his job responsibilities are poised for a substantial transformation. This change entails a shift away from projects that he has deeply invested in and which ignite his passion, moving towards roles or tasks that may not align as closely with his interests and motivations. Consequently, the manager enters the coaching session with a notably diminished spirit, deviating from his usual positive self, and signals a desire to pivot the session’s focus towards discussing this recent upheaval, despite having previously established a different agenda for the session in their last meeting.

Given this shift in the manager’s circumstances and mood, coupled with his request to alter the session’s agenda, the coach is now faced with the task of determining the best path forward. This involves weighing the importance of adhering to the predetermined agenda against the immediate need to address the manager’s current state of mind and the significant changes to his professional responsibilities. The question then is: How can the coach navigate this situation in a manner that is both responsive to the manager’s expressed needs and feelings about the recent developments in his job, while also considering the objectives and goals that were previously set for the session?



A - Acknowledge the noticeable shift in the manager's demeanor as a result of the recent news and gently explore if the dialogue needs to focus identifying any potential positive aspects or opportunities that could emerge from this significant change in his professional landscape.

B - Hear out the manager's expressions of concern and unease regarding the upcoming

changes in his job role and acknowledging them. Then exploring whether to reschedule the session to discuss the intended agenda when the manager has dealt with the current situation.

C - As a professional coach working in corporate organizations, coaches are aware that time is an essential element in a corporate environment and the goals need to be achieved regardless of the emotional aspects of corporate managers. Remind the manager about the agenda that was collaboratively decided upon at the conclusion of the previous session, suggesting the importance of adhering to this planned outline. However, also offer the flexibility of arranging an additional coaching session specifically dedicated to addressing and strategizing around the recent changes and challenges presented by his job situation, ensuring that these new concerns are given the attention and focus they require.

D - Recognize and affirm the manager's emotions and reactions to the shift in his job responsibilities, delving into a discussion about what he now views as the most pressing or relevant topic to tackle during the current session, considering the unexpected change he is facing.

	A	B	C	D
Best Action				
Worst Action				

Scenario A032

The coach finds themselves in a supportive role for a client who is navigating the complexities of being both a new mother and a corporate leader. This dual responsibility presents its own set of challenges, and the client has openly expressed to the coach that she is encountering considerable obstacles in balancing these significant roles in her life. The strain of attempting to fulfill the demands of both her personal and professional spheres has led to feelings of demotivation, making it increasingly difficult for her to see a clear path forward. Given this context, the coach is tasked with determining the most effective strategy to assist the client. The approach needs to be one that not only acknowledges and validates the client’s current experiences and emotions but also facilitates a process that empowers the client to navigate her circumstances more effectively. The coach must consider how to support the client in identifying strategies that could help manage the pressures and expectations associated with her roles, all while ensuring that the coaching relationship remains a source of strength and guidance for the client. How can the coach effectively address and work through these issues with the client, fostering an environment that encourages growth, resilience, and a reinvigorated sense of motivation?



A - Dedicate time to delve deeper into the client's expressed concerns, while fully recognizing

and validating the inherent difficulties she is experiencing in her attempt to balance her identity as a new mother with her ambitions and duties as a corporate leader. This ongoing exploration should aim to provide a supportive space for the client to articulate her feelings and challenges, facilitating a deeper understanding and identification of potential pathways forward.

B - Place a strong emphasis on motivational techniques, fostering a supportive environment that encourages the client to adopt a positive outlook and persist through the challenges. This approach involves highlighting the value of resilience and optimism, and providing encouragement that inspires the client to continue striving towards her goals and aspirations despite the obstacles she may face.

C - Engage in a thorough conversation about the complexities involved in juggling the demands of both professional and personal life, offering a range of actionable time management and organizational strategies that could potentially alleviate some of the stress associated with managing these dual responsibilities. By doing so, aim to equip the client with practical tools and techniques that can facilitate a more balanced and effective approach to navigating her roles.

D - Propose to the client the consideration of making a definitive choice between her corporate position and her responsibilities as a new mother, suggesting that prioritizing one role over the other might be a necessary step to manage her current situation more effectively.

	A	B	C	D
Best Action				
Worst Action				

Scenario A033

The coach finds themselves in a professional relationship with a client characterized by their high level of ambition and relentless drive. Throughout their sessions, the coach and client embark on a deep dive into the foundational motivations and core values that fuel the client's pursuit of financial success. This exploration also covers a comprehensive analysis of the possible risks and negative implications that might accompany such intense ambitions. During these discussions, the client shares an ambitious financial target of amassing 10 million dollars by the year's end. Yet, within the conversation, there is a noticeable shift in the client's aspirations, with a revised goal of achieving 8 million dollars instead. In light of this adjustment, the question arises as to the most appropriate and constructive approach the coach should take. This approach should ideally support the client in reflecting on the reasoning behind the adjustment of their financial goal, while also considering the implications of this change on their broader ambitions and life goals. How can the coach facilitate a dialogue that helps the client to



critically evaluate this revision in their financial targets, ensuring that the new goal aligns with their underlying motivations, values, and the potential impacts on their personal and professional life?

A - Embrace the client's updated financial goal and shift the focus towards collaborating with the client to map out a detailed and actionable strategy that will guide them towards realizing this adjusted ambition. This involves working together to identify the steps, resources, and milestones critical to the successful attainment of the 8 million dollar target.

B - Acknowledge the client for their ambition in establishing such a significant financial target, and, upon obtaining their consent, delicately present your observation regarding the alteration in the goal figures. Explore the client's willingness to initiate a thoughtful dialogue aimed at delving into the client's rationale and thought process that led to this decision, encouraging them to articulate the factors and considerations that influenced the adjustment of their financial objective.

C - As per the ICF Professional standard, a coach should not be attached to the goal of the client. Hence the coach opts to remain quiet, providing the client with the space and opportunity to continue sharing more about their thoughts and feelings related to the goal adjustment. This approach allows the client to express themselves freely, potentially revealing deeper insights into their motivations and any underlying concerns that may have prompted the revision of their financial aspirations.

D - Counsel the client on the importance of grounding their expectations in reality, highlighting the practical challenges associated with making substantial amendments to their financial goals in such a manner. Suggest that a careful reassessment of their ambitions might be necessary to ensure that their targets are both achievable and reflective of a well-considered strategy.

	A	B	C	D
Best Action				
Worst Action				

Scenario A035

Following a series of coaching sessions with a client who holds a position within a corporate setting, the individual brings to light a growing concern regarding his tendency to remain at work well past the conventional working hours, which in turn, significantly diminishes the amount of valuable time he is able to dedicate to being with his children. This situation has led to a sense of dissatisfaction, and upon reflection, the client recognizes this pattern of behavior as a recurring theme in his approach to work. He acknowledges the need for a fundamental change



in his perspective towards managing his professional commitments and personal life, specifically indicating a desire to alter his mindset to better balance these aspects of his life. Given the client’s realization and expressed desire for change, the coach is now faced with the challenge of guiding the client through this transformative process. How can the coach facilitate this journey towards change, ensuring that the approach taken is tailored to meet the client’s specific needs and aspirations for a more balanced and fulfilling personal and professional life?

A - Adopt a straightforward approach by gently suggesting to the client that his current perspective may be influenced by a sense of feeling trapped in a victim mentality, which could be hindering his ability to see potential solutions or alternative approaches to managing his work-life balance. This "tough love" tactic is intended to prompt the client to reflect on his attitudes and behaviors, encouraging a shift towards a more empowered and proactive stance in addressing his concerns.

B - Explore with the client how his own self could provide a broad spectrum of advice on achieving a healthier work-life balance, drawing upon general principles and best practices that can guide individuals in navigating the complexities of juggling professional obligations with personal life. This advice is aimed at providing the client with a foundational understanding of the key elements that contribute to a well-rounded and harmonious lifestyle, encouraging him to incorporate these insights into his daily routine.

C - Facilitate a deep, reflective dialogue with the client, focusing on a thorough examination of his current work habits and the underlying attitudes that may be contributing to his struggle with balancing work and family life. This conversation is designed to support the client in delving into his beliefs and behaviors, offering a space for introspection and discovery that can pave the way for the desired mindset shift. Through this reflective process, the client is encouraged to identify actionable steps and changes that can lead to a more fulfilling and balanced approach to his professional and personal commitments.

D - Engage the client in an in-depth conversation on exploring realities of corporate employees and the price most of the corporate employees pay to sustain their families through a deep coaching conversation then invite the client to decide what happens in the coaching session as action points supported by accountability as per the ICF professional standards.

	A	B	C	D
Best Action				
Worst Action				

Scenario A040

At the commencement of a coaching session, it is a standard procedure for the coach to engage the client by inquiring about their recent experiences or any significant occurrences since their last meeting. This practice serves to establish a connection and set the tone for the session. When initiating a session with a client, a coach poses the usual question regarding the client's week. Unexpectedly, the client veers off-topic, enthusiastically discussing the Chicago Cubs' participation in the World Series, rather than providing an update related to personal developments or insights relevant to the coaching agenda. This diversion presents the coach with a decision point on how to navigate the conversation back to the coaching objectives while maintaining professionalism.

A - As a masterful coach, it is important that the coach follows the client's agenda. Support the client in freely expressing this specific subject which seems to be important to the client, emphasizing the value of creating a safe and open space where the client feels comfortable to share, recognizing that sometimes these diversions can lead to meaningful insights or segue back to core coaching topics.

B - Acknowledge and share in the client's enthusiasm momentarily, recognizing the importance of rapport-building, but gently remind them of the session's time constraints and the need to address the predetermined objectives.

C - Acknowledge clients' sharing then pose a reflective question with a friendly tone: "How is that related to what you want to explore today?" to subtly guide the client to make connections between their tangent and the session's goals, if any.

D - Inform the client that the discussion has strayed from the intended focus of the session and promptly steer the conversation back towards the established agenda for the session.

	A	B	C	D
Best Action			✔	
Worst Action	✔			

Scenario A041

You are collaborating with a female leader who holds a significant position within a renowned organization. This client, a marketing executive, is known for her ambition and has achieved considerable success early in her career. Despite her achievements, she has recently experienced a shift in her attitude towards her work. In discussions with you, she has conveyed feelings of being underappreciated in her professional role. She is now seeking your guidance to navigate and reframe her perspective on the challenges she encounters in her work environment. Given this context, your role as a coach involves supporting her through this

phase of professional introspection and adjustment.

A - Motivate the client to pinpoint and document specific instances where she has felt either overwhelmed or unappreciated at work. Assist her in developing strategies to cope with these feelings or in finding effective ways to assertively communicate her needs and values within the workplace.

B - Suggest that she undertakes a period of reflection to identify what she truly seeks in her career, subsequently encouraging her to consider exploring opportunities for a position that better aligns with her needs and aspirations and share your support by indicating that she could be where she is celebrated.

C - Validate the client's expressed emotions regarding her situation, then delve deeper into her experiences by exploring what feeling underappreciated in her job means to her. This exploration aims to uncover underlying issues and pave the way for constructive solutions or shifts in perception.

D - Concentrate primarily on enhancing her time management and organizational skills, with the aim of addressing the client's experiences of feeling overwhelmed, thereby helping her to navigate her current work environment more effectively.

	A	B	C	D
Best Action			⊘	
Worst Action		⊘		

Scenario A043



As a coach tasked with guiding a team composed of individuals with varying personalities and approaches to work, you are presented with a challenging scenario. A team member comes to you in confidence, voicing his contemplation of leaving the team due to his perception of the team leader's unfairness and difficulty in collaboration. Further complicating matters, he reveals that the stress stemming from these workplace issues is adversely affecting his familial relationships, as he finds himself preoccupied with these concerns outside of work hours. In facing this situation, you must decide on the most appropriate and effective strategy to support this individual while considering the dynamics of the entire team.

A - Recommend that the team member shift his focus towards the positive aspects of his role within the team and to seek adaptive strategies that might facilitate a better working relationship with the team leader. This perspective aims to foster resilience and a more harmonious work environment.

B - Motivate the team member to initiate a dialogue with the team leader regarding his grievances, offering the suggestion of a mediated conversation to ensure a constructive and fair exchange. This approach encourages open communication and seeks to address the root of the discontent directly.

C - Appreciate the team member for sharing this important matter with you. Acknowledge that conflicts such as these are not uncommon in diverse work settings and propose a conflict resolution workshop for the entire team. And keep in mind that you are tasked to coach the entire team. Hence, with permission delve into a deep client-lead coaching approach. Use this situation as a case study in full anonymity and state the urgency of the matter. This solution aims to equip the team with the tools to navigate disagreements more effectively, potentially improving the overall team dynamics and work environment.

D - Collaborate with the team member to delve into his specific concerns about the team leader and the broader team dynamics, as well as his thoughts on potentially exiting the team. This partnership aims to provide a comprehensive understanding of his situation and to explore all available options.

	A	B	C	D
Best Action				
Worst Action				

Scenario A044

You are working with an executive who finds herself at a career crossroads, having been presented with a promotion within her current organization and a lucrative job offer from a competitor. This juxtaposition of opportunities has left her in a state of indecision, torn between her loyalty to her present employer and the allure of a significant salary increase that could support her daughter’s imminent educational expenses. Her situation encapsulates the complexities of balancing professional growth, personal loyalty, and financial needs. In this context, your role as a coach is to facilitate a process that aids her in navigating this decision with clarity and confidence.

A - Use a coaching approach to weigh all her options using a scale of 0 to 10. Advise the client to methodically weigh the financial advantages offered by the new position against the benefits of the promotion at her current company, suggesting the creation of a detailed pros and cons list. This analytical approach seeks to quantify the tangible and intangible factors influencing her decision.

B - Coach uses a more disassociated approach. Engage the client in a deep exploration of her

fundamental values, priorities, and long-term career objectives, alongside a discussion on how these elements intersect with her financial expectations and the implications for her family's well-being. This dialogue aims to provide a holistic perspective that considers both professional fulfillment and personal responsibilities.

C - Encourage the client to project herself into the future under both professional paths, to assess which trajectory best harmonizes with her career ambitions and personal life considerations. This imaginative exercise is designed to help her visualize the potential outcomes and emotional resonance of each option.

D - Coach takes a co-active approach and has the opportunity to demonstrate intuition and energy perception here and provide feedback using powerful questions as a through partner. Collaborate with the client in evaluating the importance of the financial uplift associated with the external offer, considering the significant impact it could have on her daughter's educational opportunities that stand out significantly. This partnership focuses on prioritizing her family's needs as a decisive factor in her career choice.

	A	B	C	D
Best Action		⊘		
Worst Action				⊘

Scenario A052

In the scenario of engaging with a prospective corporate client, where the potential for a financially rewarding coaching contract exists, the desire to leverage past successes to demonstrate value and effectiveness becomes crucial. As you navigate this pivotal discussion, the ethical considerations around referencing previous clients to attest to your coaching abilities and the positive outcomes of your coaching programs come to the forefront. Here's how to approach each response with an expanded context:


A - A coach should rigorously adhere to the principles outlined in the ICF Code of Ethics, which includes maintaining the utmost confidentiality and privacy of all client engagements. Coach specifically mentioning other clients during conversations with prospective clients, regardless of the intention to build credibility, could potentially violate these ethical guidelines. When a potential client inquires if a specific individual or professional is a client of the coach, it is necessary that the coach indicates that it is the responsibility of the specific individual or the professional to confirm, and the coach is unable to confirm such requests as the integrity and trustworthiness of a coach are paramount, and as such, every coach must navigate client references with a deep commitment to these ethical standards, ensuring that no client has the explicit right to mention the coaching services received by the coach, and even then,

considering the broader implications of such disclosures.

B - Respecting client privacy is a cornerstone of professional coaching ethics. Even with the potential benefits that mentioning former clients might bring to securing new engagements and financial gain, a coach’s primary responsibility is to uphold the privacy and confidentiality of all client relationships. This principle is non-negotiable and is foundational to the trust that clients place in their coaches. Therefore, a professional coach may explicitly decide not to use any former client testimonials as a way of promotion and financial gain.

C - While establishing rapport and trust with potential clients is essential for forming a successful coaching relationship, it is critical to balance this with the ethical considerations of confidentiality and professionalism. Mentioning other clients in the context of building rapport must be approached with caution and adherence to professional guidelines and at all instances the direct details of the client should not be released. One of the ways it could be sensitively executed is to provide only non specific indistinct references about a specific client without confirming the exact identity or any other personal details which protects the client identity as stipulated by the ICF Ethical Guidelines.

D - The ethical mention of former clients in discussions with potential clients is permissible only with the explicit consent of those former clients. Before such references are made, it is imperative that the coach obtains clear and documented permission from the former clients, specifying how their information will be used. This consent should be informed, meaning the former clients fully understand the context in which their information will be shared, and they agree to this of their own volition. This approach ensures that the coach respects the privacy and confidentiality of their client relationships while still leveraging past successes to illustrate their coaching effectiveness.

	A	B	C	D
Best Action				
Worst Action				

Scenario A053

In the scenario where an experienced coach notices a personal emotional response of resentment towards a client following the client’s sharing of personal opinions and beliefs, the coach is faced with a professional and ethical dilemma. This unexpected emotional reaction raises concerns about the coach’s ability to maintain an objective, supportive, and non-judgmental stance, which is crucial for fostering a productive coaching relationship. Recognizing the seriousness of these feelings and their potential impact on the coaching dynamic, the coach contemplates the appropriate steps to address and resolve this internal conflict, ensuring it does



not negatively affect their professional conduct or the client’s coaching experience.

A - Consulting with a counselor offers an opportunity for the coach to delve deeper into the personal origins of the resentment experienced during the session could also be used as an alternative way of actively engaging in personal and professional development. This self-reflective process can uncover personal biases or unresolved issues that may be influencing the coach's professional demeanor. Engaging in counseling can provide valuable perspectives and coping mechanisms, ensuring that the coach can maintain a supportive, empathetic, and professional approach in all client interactions.

B - The coach acknowledges the importance of self-awareness and emotional regulation within the coaching process. It becomes essential for the coach to cultivate a practice of being fully present and engaged during sessions, actively working on managing personal emotions. This commitment to personal development and professionalism helps maintain the integrity of the coaching relationship, ensuring that the coach can provide effective support to the client.

C - While transparency in the coaching relationship is vital, discussing the coach's feelings of resentment with the client and terminating the contract abruptly could be premature and potentially harmful. Such a decision should be carefully considered, weighing the impact on the client and exploring potential other avenues such as making an excuse of conflict of schedule may help the coach to address the ending of the coaching engagement or persevere through the remaining few sessions and only focus on the coaching agenda and not involve coaches personal opinion in the sessions can be some of the strategies.

D - Seeking the guidance of a mentor coach or supervisor is a constructive step towards addressing the issue. This course of action allows the coach to explore the underlying causes of their resentment in a safe and supportive environment, gaining insights and strategies to prevent such reactions from interfering with coaching sessions. Discussing the situation openly with a mentor or supervisor can also help identify necessary steps for professional growth and maintaining ethical standards in practice.

	A	B	C	D
Best Action				
Worst Action				

Scenario A056

During a coaching session, a moment arises where, after posing a specific question, the coach is met with silence from the client. This silence could be interpreted in various ways, and the coach is now faced with deciding how best to navigate this pause in the conversation. The

silence following a question can serve as a critical junction in the coaching dialogue, offering an opportunity for deep reflection or indicating potential confusion. In this scenario, the coach must carefully consider the most appropriate and constructive approach to support the client's process and maintain the session's momentum.

A - Opt to honor the silence, recognizing it as a valuable space for the client to engage in deep reflection on the question posed. This approach is grounded in the understanding that silence can be a powerful tool in the coaching process, allowing clients time to process and explore their thoughts and feelings deeply.

B - In a friendly and supportive tone, clearly mention that the client is not expected to answer every question and move on with the next question while building empathy. Plan to revisit the question's intent in a follow-up conversation after the session concludes, providing an opportunity to clarify any misunderstandings and ensure the client fully grasps the question's purpose. This approach ensures that important topics are not left unaddressed due to temporary confusion or misinterpretation.

C - Decide to transition to a different question, under the assumption that the initial query might have been too complex or challenging. This choice aims to maintain the flow of the session, ensuring the client remains engaged and comfortable, without feeling pressured or overwhelmed.

D - Take the moment to elaborate on the original question, including providing an example for clarification. This method seeks to dismantle any barriers to understanding, making it easier for the client to engage with the question and share their insights or perspectives.

	A	B	C	D
Best Action	✔			
Worst Action		✔		

Scenario A075



A new coach is about to engage with her first long-distance client via video conferencing, the consideration of whether to take notes during the session is pivotal. The coach is concerned about the potential impact on the coaching atmosphere—worrying that note-taking might disrupt the flow of conversation or make the client feel uneasy. However, the coach also recognizes the value of capturing important information to enhance the coaching process and support the client's goals effectively. To address this dilemma, the coach contemplates the following approaches:

A - Try to take notes below the computer screen without losing eye contact with the client at all times.

B - Ask the client for permission to take notes.

C - Use AI technology to verbatim notes in the background of the virtual coaching sessions and not mention it to the client so that the coach can revisit the notes later. As contractual agreement confirms the use of technology may be used to record the sessions.

D - Decide against taking notes during the session to maintain full engagement and presence as during her coach-specific training she noticed her experienced coach educator never took notes during the demonstration sessions. This approach prioritizes the quality of interaction and the coaching presence over the potential benefits of note-taking, aiming to foster a more open and uninterrupted dialogue.

	A	B	C	D
Best Action				
Worst Action				

Scenario A076

In a scenario where an HR manager seeks assistance to navigate and resolve conflicts among a team of long-standing executives, delivering conflict resolution coaching to these executives, the challenge lies in addressing the issues without compromising the cohesion and value of the team. The manager is in a delicate position, aiming to find a resolution that preserves the team's integrity and the company's interests and balancing the fact that the company has no clear procedures or policies to address some of the discrepancies that initiated the conflicts. As a professional coach, the following approaches could be considered to guide the HR manager through this complex situation:

A - Recommend that the HR manager introduce conflict resolution workshops and team-building activities designed to enhance communication, empathy, and understanding among team members. This approach focuses on constructive engagement, aiming to address underlying issues and improve interpersonal relationships within the team through structured positive experiences.

B - Collaborate closely with the HR manager to explore and identify potential solutions that align with resolving team conflicts. This strategy emphasizes a partnership approach, leveraging the coach's expertise to facilitate the manager's thought process in finding effective resolutions that respect the team's dynamics and individual contributions.

C - With consent, share that the HR manager needs to establish and enforce clear guidelines and policies specifically tailored to managing conflicts. This method suggests a more formalized and policy-driven approach to conflict resolution, aiming to provide a framework within which disputes can be addressed in a consistent and fair manner prior to beginning the reflective process.

D - Commend the awareness of the HR manager of how coaching can be effectively used in the situation and undertake the coaching engagement immediately considering the urgency of the matter, reassuring the HR manager that the resolutions are underway. Then, invite each executive into a series of deep reflective coaching engagements, enabling them to find the solution.

	A	B	C	D
Best Action			⊘	
Worst Action				⊘

Your Final Report

Total marks	280
Total Questions	140
Questions correctly answered	14
Success ratio	10%
Marks secured	34
Percentage secured	12.14%
Cut-off	77
Final Result	FAILED