

Definition & History of Leadership

QUIZ ONE

1. Throughout history, humans have always organized themselves with some type of organizational structure. **(TRUE)**
2. Having an effective leader is helpful but not necessary or critical for organizational survival. **(FALSE)**
3. During Biblical times, the Dark Ages, and the Renaissance, men and women were equally representative in organizational leadership structures. **(FALSE)**
4. Follower-centric type of leadership heavily emphasizes bloodlines in producing great leaders. **(FALSE)**
5. Leadership is a complex discipline involving only the follower and the leader. **(FALSE)**
6. The word "manager" suggest concepts like risk taking, creativity, and vision. **(FALSE)**
7. Situational-centric leadership focuses on
 - A. bloodlines for leadership.
 - B. giving power to followers.
 - C. providing personal attention to employees and workers for job satisfaction.
 - D. turning over leadership to groups, committees and key employees.**
8. Good leaders are
 - A. only developed through acquiring traits during the person's first twenty years of work experience.
 - B. born, not made.
 - C. continually working and studying to improve their present leadership skills.**
 - D. individuals who emphasize doing "things" right.
9. The two key words that describe the impact of leadership are
 - A. power and results.
 - B. effectiveness and efficiency.
 - C. management and consistency.
 - D. results and effectiveness.**
10. Leadership is the _____ to influence others toward a goal.
 - A. only element necessary
 - B. demonstrated ability**
 - C. managing of others
 - D. planning and procedural aspect needed

Leadership Theories

QUIZ TWO

1. Based on trait research studies by Ralph Stogdill and Richard Mann, the best predictor of leadership success is the trait of "intelligence." (TRUE)
2. The contingency theory identifies key situational factors and has also been commonly called "situational leadership." (TRUE)
3. Transformational leadership focuses on creating a vision, purpose, or mission and generates commitment from individual followers. (TRUE)
4. The leadership skill that becomes less important as you move from lower to upper leadership positions is the skill called "human relations." (FALSE)
5. The Path-Goal Theory emphasizes only three leadership approaches—directive, supportive, and achievement oriented leadership. (FALSE)
6. The first real attempt in studying leadership theory started with the
 - A. behavioral theories.
 - B. modern-day contingency theories.
 - C. **Great Man theories.**
 - D. trait theories.
7. In today's world, it is generally concluded by leadership experts that leadership styles should match
 - A. the strengths of the followers within the group.
 - B. **the situation at hand.**
 - C. mission statement of the organization.
 - D. guidelines established within the existing organizational structure.
8. Conclusions of trait research suggests that everyone can acquire some leadership skills to some degree through training suggesting that leaders are
 - A. born through specific bloodlines.
 - B. appointed and elected.
 - C. **developed and nurtured.**
 - D. selected and appointed by top organizational officers.
9. The research study called the Managerial/Leadership Grid, developed by Blake and Mouton, examined two dimensions called
 - A. job-centered and employee-centered.
 - B. consideration behavior and initiating structure.
 - C. **concern for subordinates and concern for production/results.**
 - D. autocratic and democratic.
10. The Contingency Theory of Leadership was initially developed in 1967 by
 - A. **Fred E. Fiedler.**
 - B. Robert Blake & Jane Moulton
 - C. Rensis Likert.
 - D. Ralph Stogdill and Richard Mann.

Developing your Personal Leadership Style

QUIZ THREE

1. A particular pattern of behavior exhibited by a leader is called a "leadership style." (TRUE)
2. The best way to lead on a daily basis is to use the autocratic style of leadership because it is most productive. (FALSE)
3. A democratic leader delegates authority to others and participates with others during work assignments, but holds the final responsibility for the work task.. (TRUE)
4. "Do it your way" is the approach used by a laissez-faire-type of leader. (TRUE)
5. Theory Y leadership suggests that people dislike work, must be controlled, and has a negative view of human nature. (FALSE)
6. The leader who holds all authority and responsibility with communication moving from top to bottom of an organization is a/an
 - A. **autocratic leader.**
 - B. democratic leader.
 - C. laissez-faire leader.
 - D. transformational leader.
7. The leadership style that gives authority to employees and allows them to work with minimum management interference is the leadership style called
 - A. transactional.
 - B. autocratic.
 - C. democratic.
 - D. **laissez-faire.**
8. Which of the following statements is "true" regarding situational leadership?
 - A. There is only one best way to lead all the time.
 - B. You should assign an appropriate leader before any leadership situation occurs.
 - C. **Adapt your leadership style to the situation at hand.**
 - D. Only use situational leadership in highly directive situations.
9. Theory X is most consistent with the classical leadership style we call
 - A. laissez-faire.
 - B. democratic.
 - C. **autocratic.**
 - D. situational leadership.
10. The leadership concept that suggests that leaders treat followers according to the assumptions they hold about what motivates those followers is called
 - A. Situational leadership.
 - B. **Theory X and Y.**
 - C. Autocratic leadership.
 - D. Laissez-faire leadership.

Creating the Vision

QUIZ FOUR

1. The first basic ingredient of leadership is determining budget allocations. (FALSE)
2. Peter Drucker, a leadership expert, suggest that it is appropriate for an organization to have many or multiple goals the make up the vision for its leaders and followers. (FALSE)
3. Most leadership experts will agree on the necessity of having a vision to inspire its members. (TRUE)
4. A vision and a mission statement are basically the same thing. (FALSE)
5. A great way to bring a vision to life within the organization is to encourage participation. (TRUE)
6. A vision really addresses where the organization wants to be in the immediate future. (FALSE)
7. The first task in communicating the vision to an organization is to find out
 - A. the diversity background of each member.
 - B. **what your members all have in common.**
 - C. the deadlines and timelines established by the external work environment.
 - D. reward the contributions of the major formal leaders of the organization.
8. Which of the following is "true" regarding a vision?
 - A. A vision exhibits confidence about the future success of an organization.
 - B. Writing a vision is really an adventure in organizational self-mastery.
 - C. A vision is a social mirror that reflects what other people think and say about your organization.
 - D. **All of the above are true statements regarding an organizational vision.**
9. The **last step** of communicating a vision is to
 - A. **reward contribution.**
 - B. acknowledge the performance.
 - C. encourage participation.
 - D. share the vision.
10. Dr. Martin Luther King, Jr. provides a great example of creating a vision for his followers in his speech entitled, **I have a Dream**. He does a great job in articulating his vision by
 - A. using only verbal communication without relying on any non-verbal expressions.
 - B. keeping his emphasis throughout his entire speech only on an "I" approach instead of using a "We" approach.
 - C. appeals to only diverse beliefs and values and avoids a common belief and traditional approach.
 - D. **using passion and emotion with images and word pictures to provide his personal conviction about his dream.**

Setting Goals

QUIZ FIVE

1. Goals are nice for people to set, but goals are not really necessary for any type of growth in life. **(FALSE)**
2. Short-term goals usually deal with months and years. **(FALSE)**
3. Goals that reflect a person's or organization's dreams, visions, and mission are commonly called intermediate goals. **(FALSE)**
4. Goal setting should encourage people to choose easy goals in order to ensure initial success. **(FALSE)**
5. A good way to increase the acceptance of goals within the organization is to have employees participate in the goal setting process. **(TRUE)**
6. When more than one goal is established, it is important to rank all the goals in order of their importance. **(TRUE)**
7. The SMART formula for setting goals refers to
 - A. Specific, Meaningful, Accountable, Realistic, and Tested.
 - B. Simply, Measurable, Achievable, Reaching, and Timely.
 - C. Sacrificing, Material, Attainable, Rewarding, and Target.
 - D. Specific, Measurable, Accountability, Realistic, and Timely.**
 - E. Simple, Monitorable, Accountability, Realistic, and Target.
8. Goals that deal with the current activities that take place on a daily basis are called
 - A. intermediate goals.
 - B. short-term goals.**
 - C. long-range goals.
 - D. mission statements.
9. The first place to look in gaining goal commitment from the organization is
 - A. the company's mission statement.
 - B. managerial support.**
 - C. knowledge of organizational capabilities.
 - D. the establishment of rewards.
10. Goals should be
 - A. monitored only after the majority of the goal completion has been accomplished.
 - B. more general in nature than specific.
 - C. rated in terms of their difficulty, but not in terms of their importance.
 - D. specific in the time span involved and deadlines should be set.**

Time & Meeting Management

QUIZ SIX

1. The first governing principle of time management is to develop self-mastery by developing good habits. (**FALSE**)
2. A wise rule to follow is to handle paper work just one time. (**TRUE**)
3. To manage your time, you have to learn to answer the question of “Who’s in charge?” of the events of your life. (**TRUE**)
4. For a meeting to accomplish results, who should act as the “meeting referee” if necessary?
 - A. The administrative assistant.
 - B. You, the leader.**
 - C. The most vocal participant.
 - D. Only the person responsible for recording the minutes and take notes.
5. In handling phone calls, it is wise to do all of the following except
 - A. be sociable, but don’t waste time.
 - B. stand up when necessary to keep alert during the conversation.
 - C. always have the person you are conversing with follow up the phone call with an email reviewing key points for the phone call.**
 - D. write down notes.
6. The first thing to do in improving your time management skills is to
 - A. take a seminar in time management.
 - B. assess your present time management skills.**
 - C. create an ABC list of “to do” items.
 - D. delegate any task you dislike to another person.
7. Which of the following is the best meeting management tool to use?
 - A. Avoid rules and procedures so people can talk openly with no restrictions.
 - B. Have an open agenda so creativity among group members will be encouraged.
 - C. Provide any relevant data on important agenda items after the meeting.
 - D. Reserve and prepare the physical facilities for the meeting n advance.**
8. Time management is
 - A. accomplishing your priority items and eliminating time consuming items.
 - B. using the time available to you to the greatest advantage.**
 - C. developing the habit of using a daily planner to record thoughts and feelings throughout the day.
 - D. developing the attitude of controlling your “open door policy” at work to eliminate useless conversations about non-work related items.
9. The main purpose of developing the traditional “ABC” list is to help you
 - A. identify ten tasks to be performed within each 24 hour day.
 - B. prioritize tasks.
 - C. develop “to do lists” for personal (A), work(B), and religious(C) activities.**
 - D. minimize interruptions during your day.

10. The ICPME model of delegation refers to
- A. **identify** the task, **create** the process, **plan** the activity, **monitor** the progress, and **eliminate** unnecessary work.
 - B. **initiate** the work, **choose** the right person, **prepare** the person, **manipulate** the process, and **energize** the activity.
 - C. **identify the task, choose the right person, prepare the person, monitor the progress, and evaluate results.**
 - D. **initiate** the process, **create** the plan, **perform** the tasks, **motivate** the person, and **evaluate** results.

Four Styles of Communications

QUIZ SEVEN

1. Communication consists of only a verbal process between two people. (FALSE)
2. Your physical appearance is one of the ways we communicate with others nonverbally. (TRUE)
3. Women often make more eye contact than men. (TRUE)
4. "I Messages" lie at the heart of aggressive communication and seek to accuse, control, and attack others. (FALSE)
5. You will be more successful in your conversations if you use "but" instead of "and" in the communication process. (FALSE)
6. When you are empathetically listening and understanding another person's point of view without having to change it, you are using
 - A. passive/aggressive communication.
 - B. "You Messages."
 - C. **validation.**
 - D. non-verbal communication.
7. The style of communication that is honest and direct and aims to promote or advance the speaker's aims at the expense of the receiver is called
 - A. **aggressive communication.**
 - B. passive communication.
 - C. passive-aggressive communication.
 - D. assertive communication.
8. We prefer certain physical distances with other people, also called proximity, and the distance or space that is the normal personal space people prefer to have with one another is
 - A. 0-18 inches.
 - B. **18 inches to 4 feet.**
 - C. 4 to 12 feet.
 - D. more than 12 feet apart.
9. The deepest level of communication between two people is
 - A. feelings and emotions.
 - B. fact finding.
 - C. **trust and self-disclosure.**
 - D. peak communication.
10. Research indicates that _____ percent of our communication comes through the non-verbal channels of communications.
 - A. 20-30
 - B. 40-50
 - C. 55-70
 - D. **75-90**

Power in Diversity

QUIZ EIGHT

1. Dominant diversity groups have always been willing to welcome less dominant groups into the melting pot. **(FALSE)**
2. Ethnic minority groups like Asians are increasing in American today , but ethnic groups like African Americans and Hispanics are actually decreasing in their percentages. **(FALSE)**
3. Researchers have found that companies that are the most diverse, with minorities at all levels, have been identified as more successful. **(TRUE)**
4. Women have traditionally experience the same level of professional success as men if they are competent and qualified. **(FALSE)**
5. Access to education is a major factor today in creating a more pluralistic society. **(TRUE)**
6. When subordinate groups take on the characteristics of the dominant group, we call this
 - A. pluralism.
 - B. assimilation.**
 - C. diversity.
 - D. racial groups.
7. Affirmative Action was introduced in 1961
 - A. because of the legislative amendment proposed by Dr. Martin Luther King, Jr.
 - B. because the Hispanic population was increasing at the same rate as the African American population in the United States.
 - C. to ensure job and university applicants were treated equally without regard to race, color, religion, sex, or national origin.**
 - D. to ensure the Bakke case against the University of California was implement throughout the entire higher educational system within the United States.
8. The belief that certain groups are inherently superior to others is called
 - A. ethnic advantage.
 - B. the glass ceiling.
 - C. racism.**
 - D. assimilation.
9. Older workers today
 - A. have a higher than average absenteeism rate.
 - B. perform lower in sales oriented jobs.
 - C. lack the ability to learn quickly technical skills.
 - D. are generally more reliable today than younger workers.**
10. A traditional non-diverse corporate culture that prevents promotions and leadership opportunities for minorities and creates barriers can be referred to as
 - A. glass ceilings.
 - B. walls.
 - C. escalators.
 - D. All of the above.**

Making Decisions

QUIZ NINE

1. The last step of the decision making process is to follow up and evaluate the results. (TRUE)
2. In doing an ABC analysis in decision making, rank the importance of each alternative and consider only the "B's" or middle of the road alternatives. "A" alternatives will create a group think problem and "C" alternatives generally take too much time. (FALSE)
3. A common trap of decision making is not using the past to gain ideas and make improvement through creating and following precedents and policies. (TRUE)
4. As a leader, avoid seeking advice and obtaining opinions from others as this shows a lack of management ability and will reduce the confidence other people will have in you. (FALSE)
5. When you are examining the pros and cons of each proposed alternative that you are considering in a decision making process, you are using a "cost-benefit analysis." (TRUE)
6. When should decision making be made by a group?
 - A. **When creatively is needed in solving a complex problem.**
 - B. When a limited range of knowledge is required.
 - C. When risk is low if a poor decision is made.
 - D. When the decision impacts a small amount of people.
7. The most popular decision making approach used is
 - A. using intuition.
 - B. going by hunches.
 - C. **experience.**
 - D. using a decision tree in a graphic visual form.
8. The decision making technique of drawing on paper to vision possibilities and alternatives is called
 - A. **Decision Tree.**
 - B. Cost-benefit analysis.
 - C. ABC analysis.
 - D. PERT Chart.
9. The decision making technique that should be used when many tasks must be coordinated and shows the order of tasks to complete a project is called
 - A. Decision Tree.
 - B. Cost-benefit analysis.
 - C. ABC analysis.
 - D. **PERT Chart.**
10. The first step in decision making is
 - A. generating alternatives.
 - B. selecting a solution.
 - C. **identifying and defining the specific problem.**
 - D. evaluating results.

Managing Conflict

QUIZ TEN

1. Conflict can be an asset or a liability. (TRUE)
 2. Organizational conflict is totally eliminated when an effective leadership style is used. (FALSE)
 3. Conflict that is a positive influence and serves the interests of the organization is called "dysfunctional conflict." (FALSE)
 4. An avoidance conflict style is appropriate for trivial issues, but inappropriate for difficult and worsening problems. (TRUE)
 5. People generally don't have a general pattern of conflict resolution they follow because the conflict style that is used is based on the individual situation, which changes often. (FALSE)
 6. The most common cause of conflict within organizations is
 - A. unclear objectives.
 - B. incompatibility.
 - C. vague performance measures.
 - D. ill-defined decision making processes.
 7. When rules and procedures don't work, the organization's hierarchy should next refer the conflict situation to
 - A. an outside arbitrator.
 - B. an consultant.
 - C. a conflict training seminar company.
 - D. a common superior.
 8. Regarding conflict, which of the following statements is true?
 - A. Conflict is always a negative force within the organization and will always drain the organization of positive energy and will generate negative attitudes among its workers.
 - B. Conflict is always generated first because management exerts some new action like a new policy or procedure is introduced to the company.
 - C. Conflict most often occurs during peak work times, on Mondays, or right before a holiday break.
 - D. Conflict will occur when sufficient breakdown in normal activities between people create difficulty in working together to accomplish goals.
- When a person is using a problem-solving process in handling conflict, he or she is using the conflict style of
- A. Avoiding.
 - B. Collaborating.
 - C. Compromising.
 - D. Accommodating.

10. The first step in decision making is
- A. generating alternatives.
 - B. selecting a solution.
 - C. identifying and defining the specific problem.**
 - D. evaluating results.

Developing Power

QUIZ ELEVEN

1. Putting it simply, empowerment is the process of sharing power. (TRUE)
2. Power is always found in formal leaders, but is never found in followers and informal leaders. (FALSE)
3. Good leaders learn to adapt and adjust their power from a combination of several power sources. (TRUE)
4. Personalize power is directed in helping others, while socialized power is directed in helping ourselves. (FALSE)
5. Reward power is based on fear and punishment. (FALSE)
6. The source of power that is based on respect, admiration, and personality is called
 - A. expert power.
 - B. legitimate power.
 - C. referent power.
 - D. coercive power.
7. When your teacher has the responsibility given by the school to teach this leadership class and also the formal authority to enter grades at the end of the term for each student in this class, he/she has
 - A. expert power.
 - B. legitimate power.
 - C. referent power.
 - D. reward power.
8. Which type of power generally has the most negative impact?
 - A. Expert power.
 - B. Referent power.
 - C. Legitimate power.
 - D. Coercive power.
9. When power is used to give promotions, bonuses, assignments, praise, or a title, the power being used is
 - A. expert power.
 - B. legitimate power.
 - C. referent power.
 - D. reward power.
10. The conscientious use of techniques designed to position you for maximum personal growth and gain is called
 - A. empowerment.
 - B. delegation.
 - C. power symbols.
 - D. power positioning.

Team Building

QUIZ TWELVE

1. Teams usually perform on a higher level of performance than individuals. **(TRUE)**
2. High performance teams are usually formed within a period of one year or less. **(FALSE)**
3. The stage of Bruce Tuckman's team development in which a team has a clear vision, makes their own decisions, is autonomous, members take care of each other, and issues are dealt within the team itself is the stage called "norming." **(FALSE)**
4. The first tool in building an effective team is to have a clear idea of the team's purpose or mission. **(TRUE)**
5. Selecting effective team members requires always choosing individuals with similar talents, skills, strengths, and with very little diversity or differences. **(FALSE)**
6. When a group has too many members, becomes too cohesive and isolated, and decides collectively without keeping in mind what is truly right, it could be suffering from what is called
 - A. interdependence.
 - B. group think.**
 - C. vulnerability.
 - D. systems unanimity.
7. A series of activities designed to improve a team's performance is called
 - A. team structuring.
 - B. team building.**
 - C. team modeling.
 - D. team assessment.
8. The type of team that consists of people from different departments who come together to solve problems and discuss issues like the quality circles used by Japanese manufacturing during the 1970s are
 - A. problem-solving teams.**
 - B. special purpose teams.
 - C. self-managed teams.
 - D. virtual reality teams.
9. High performance teams
 - A. have confusing identified roles because they perform on such high levels.
 - B. have complicate lines of communication and record keeping.
 - C. have honesty and openness.**
 - D. always struggle initially with respect and consistency until individual members get to know one another.

10. B

10. The stage of Bruce Tuckman's team development in which the group begins to form differences, conflicts, and challenges with problems of power struggles and emotional issues is the stage called
- A. Forming.
 - B. Storming.**
 - C. Norming.
 - D. Performing.

Managing Change

QUIZ THIRTEEN

1. Change is always initiated from the outside of the organization. (**FALSE**)
2. Organizations will not function well without a capacity to change. (**TRUE**)
3. Because of the nature of life, people generally are use to adapting and adjusting, therefore, they have a low resistance to any type of change. (**FALSE**)
4. Organizations must allocate resources to change efforts. (**TRUE**)
5. Change occurs on three levels simultaneously: the organizational level, the regional level, and the global level. (**FALSE**)
6. Why do people resist change?
 - A. Fear of unknown.
 - B. Fear of power loss.
 - C. Fear of economic loss.
 - D. **All of the above are reasons why people resist change.**
7. Which of the following is an example of change being initiated from the outside of the organization?
 - A. Present leadership presenting new ideas to the organization.
 - B. Employee suggestion boxes.
 - C. Newly created company policies and procedures.
 - D. **Shifts in legal requirements and market forces.**
8. Which of the following is **TRUE** regarding the present condition of the world of work?
 - A. Diversity is becoming less of a factor.
 - B. Technology is having less impact on the work place.
 - C. Decreasing link between national and regional economies.
 - D. **Business is expanding globally.**
9. The most important tool a leader can use in facilitating change is to have
 - A. **good communication.**
 - B. employee participation from informal leaders.
 - C. policy and procedure manuals printed up.
 - D. a merger, takeover, or buyout occur with the organization.
10. Which is **NOT** a reason for implementing change?
 - A. Responding to changes in competition.
 - B. **Allowing leaders to dictate.**
 - C. Implementing employees' ideas for innovation.
 - D. Increased competitiveness.

Ethics

QUIZ FOURTEEN

1. The use of unethical practices in organizations today are on the decline. **(FALSE)**
2. Morality is the process or behavior of making value judgments. **(TRUE)**
3. Ethical objectivism applies to a specific culture while ethical relativism applies to all people at all times. **(FALSE)**
4. Because of the influence of religion and value-based training in our public schools today, people will rarely have to make moral decisions. **(FALSE)**
5. Ethics generally deal with how individuals should personally act, and rarely deal with how societal institutions should act. **(FALSE)**
6. Ethics is the philosophical study of
 - A. the Ten Commandments.
 - B. morality.**
 - C. belief systems.
 - D. government laws.
7. Integrity is
 - A. living by the Ten Commandments.
 - B. a strict adherence to a code of behavior.**
 - C. honesty with others, though you may not be honest with yourself.
 - D. obedience to the laws of the land.
8. The two categories of ethics are
 - A. personal and organizational.
 - B. societal and religious.
 - C. domestic and international.
 - D. character and rule.**
9. Which of the following **IS NOT** one of the ways a person makes moral judgments?
 - A. Ethics.
 - B. Mystical experiences.
 - C. Religion.
 - D. Government policies.**
10. As an individual, and especially as a leader, you can make a choice today to
 - A. dedicate yourself to who you want to become can follow a moral and ethical code of behavior.**
 - B. take advantage of the weak to advance yourself professionally.
 - C. try your best to live by higher standards, but realize nothing can be guaranteed.
 - D. clarify your values to reflect more of the organization that will employ you during the next few years of your life.

Coaching Skills

QUIZ FIFTEEN

1. Successful coaches have to be experts in the field that they are advising. (FALSE)
2. Setting a goal is not necessary as you begin a coaching conversation; it can be set at the end when an actual plan of action is developed. (FALSE)
3. There is more than one preferred and successful way to coach. (TRUE)
4. The four stages of coaching are:
 - A. Goals, Reality, Opinions, Way forward.
 - B. Goals, Realistic, Options, and Watching progress.
 - C. Goals, Reality, Options, Way forward.**
 - D. Gaining approval, Realizing potential, Optimism, and Weekly updates.
5. Which of the following IS NOT one of the three questions that frame the feedback process?
 - A. What is working?
 - B. How much of the goal has been accomplished?**
 - C. Where are the problems?
 - D. What can we do different next time?
6. Successful coaches
 - A. make the person perform.
 - B. facilitate the performance of individuals and teams.**
 - C. don't get emotional with their client.
 - D. always are there to coach during actual game performances.
7. The two different paradigms or mind sets of coaching are
 - A. the knowledge-based coach and the facilitative coach.**
 - B. the problem-based coach and the directing coach.
 - C. the expert coach and the process coach.
 - D. the "pulling out" coach and the "pushing behind" coach.
8. The process in which an individual works with another individual to systematically facilitate higher levels of performance is called
 - A. team building.
 - B. power development.
 - C. charismatic based leadership.
 - D. coaching.**
9. How does coaching differ from traditional helping professions?
 - A. Coaching is very "problem based" and takes a pathological approach.
 - B. Coaching is more about "pushing" affirmations in the individual's mind.
 - C. Coaching greatly resembles the professions of psychiatry and psychology by being "issue based."
 - D. Coaching takes a more proactive and positive approach to facilitate human effectiveness.**

10. Which of the following is **TRUE** regarding coaching?
- A. Setting a goal is not necessary to begin a coaching conversation.
 - B. Active listening is optional in the coaching process.
 - C. Coaching is a directing or controlling process.
 - D. Coaching is an universal skill that can be used in multiple life arenas.**