



CERTIFIED BUSINESS COACHING SPECIALIST

**CERTIFIED BUSINESS COACHING SPECIALIST (CBCS)  
STUDY GUIDE**

Sponsored by:



**Business Training Institute**

## **TABLE OF CONTENTS:**

This study guide has been created for individuals who are studying for the Certified Business Coaching Specialist (CBCS) Certification Program. Please use this guide to assist in preparation for your examination.

The contents of this study guide are as follows:

- I.** An Overview of the Business Training Institute
- II.** Certified Business Coaching Specialist (CBCS) Program Details and Timeline
- III.** Required Readings
- IV.** Certified Business Coaching Specialist (CBCS) Exam Preparation
  - a. Exam Composition
  - b. Terms and Concepts to know
  - c. Sample Questions
  - d. Chapter Questions
- V.** CBCS Strategic Project Instructions
- VI.** Frequently Asked Questions
- VII.** Sample Question Answers

## **I. BUSINESS TRAINING:**

**The Business Training Institute** is the leading online program for this specialized niche business certification program. The team behind the Business Training Institute is comprised of industry experts in niches including online marketing, project management, public relations, consulting, and many more.

This experience, combined with our advisory board's expertise in online education and training, is what makes it possible to provide the training and certification program found on our website.

The Business Training Institute is part a global training and certification organization that has provided practical industry-specific certifications to over 15,000 clients from the United States, Europe, and more than 75 other countries around the world.

**The Business Training Institute's Mission:** To provide professionals with high impact business training and certifications in niche subject areas that are functional and immediately beneficial.

**The Business Training Institute** helps you to:

- Quickly gain specialized knowledge in highly valuable business niches.
- Enhance your credibility, resume, and overall value in the marketplace.
- Complete our training programs in 5 months from anywhere in the world.

Our program accepts participants year-round and is flexible to work with your current work schedule and academic constraints. You can complete our program in 2 months or 2 years; the choice is yours.

## **II. CBCS DETAILS AND TIMELINE:**

### **PROGRAM DETAILS:**

The **Certified Business Coaching Specialist (CBCS)** certification program is unique in that it is modeled after many online courses offered at Ivy League institutions today, offering more value for a more cost-effective program. The CBCS Program is a self-study program that includes educational multimedia resources in video form, a study guide, required readings, and a flexible online examination process, accessible around the world.

The online exam is structured so that in order to complete the exam within the 2-hour time frame one must read through all of the assigned materials and conceptually understand the majority of the material to score well enough to pass the exam.

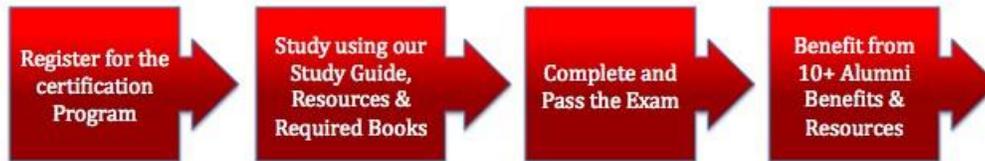
Our goal is to offer the most challenging program in the industry while also providing all of the learning tools possible to ensure participants get the most out of the experience. By testing the knowledge depth and comprehension from the materials digested, the CBCS certification prepares individuals for successful, real-world application.

The Certified Business Coaching Specialist (CBCS) program is offered by the Business Training Institute. This certification program is designed to show and certify that you have gained an in-depth understanding and high-level, specialized knowledge.

In addition to the benefits of gained knowledge, growing industry recognition, more knowledgeable career choices, and networking, our organization is also developing additional resources for CBCS

Participants. This includes video and MP3 recordings on Q&A or strategies and tactics, webinars, access to interviews with internet marketing professionals who have more than 10 years of experience in the industry, among many more benefits.

#### 4 STEP CERTIFICATION PROCESS



#### TIMELINE & EXAMINATION DATES:

The program is offered through open enrollment, making our program 100% flexible to accommodate your current work or academic schedule. After joining, you can select an examination date that works best for you. We hold examinations on the 1<sup>st</sup> Wednesday of each new month.

The Business Training Institute exams are administered 100% online. When you have completed the strategic project (outlined later in this study guide), please follow the project submission instructions. Once you have submitted your completed project and sent it in for grading, you are welcome to schedule your exam date.

**Please note that your exam date request and completed project must be received at least 2 weeks before the exam date.** The scheduling deadlines for the year are as follows:

#### To register for an examination date:

1. Email your completed CBCS project (*explained in detail in this studyguide*).
2. Include your desired exam date in the email with your completed project.

## **BENEFITS OF THE CBCS:**

- Speak the Business Coaching Language - Earning the Business Coach Certification assures that you can attend conferences, interviews and other networking events while being able to contribute to conversations and understand discussions about current events or trends within the industry. Our program will help you to understand the terms and implement the tactics and tools of leading business coaching professionals.
- Advance your business or career by raising your level of business coaching knowledge and increasing your ability to manage people effectively. Specialized knowledge is valuable and an asset in our knowledge economy and mastering business coaching principles allows you to work more effectively than your competitors.
- Exclusive access to tools and multimedia training resources found online within the business coach certification program
- Add the business coach certification to your resume, assuring employers that you are dedicated to working in the industry, passionate about learning more and able to work more effectively after being promoted or hired.
- Gain valuable insight into business coaching practices that you can implement now without the need to hire a costly business coach.

## **LEARNING OBJECTIVES OF THE CBCS:**

- How does the coach discover what clients are seeking and help them find their answers?
- What are the basic coaching principles and how are these principles applied in everyday coaching situations?
- What skills do the most the effective coaches need to master?
- What are the best tools and models to support different coaching needs and situations?
- How does the coaching process bring organizational and individual excellence?
- What makes coaching a powerful instrument to drive change?

## **III. REQUIRED READINGS:**

1. Co-Active Coaching by Laura Whitworth, Karen Kimsey House and Henry Kimsey House. (ISBN: 978-0891-06198-4)
2. Coaching Questions by Tony Stoltzfus. (ISBN: ISBN:978-0979-41636-1)
3. The Business Coaching Toolkit by Stephen G. Fairley and Bill Zip. (ISBN:978-0470-14692-7)

#### IV. **CBCS EXAM PREPARATION**

##### 1. EXAM COMPOSITION:

There are a total of 100 points available to earn for the exam, 80 of which can be earned from the multiple choice or true/ false questions that are worth 1 point each, and 20 of which can be earned from 2 short answer questions that are worth 10 points each. Please see below for the composition and distribution of the points in-depth.

<b><u>Topics and Weights</u></b>	
<b>Basic Coaching Principles</b>	20 Multiple Choice/True-False Questions
<b>Co-Active Coaching Model</b>	10 Multiple Choice/True-False Questions
<b>Coaching Skills</b>	20 Multiple Choice/True-False Questions
<b>Coaching Tools</b>	15 Multiple Choice/True-False Questions
<b>Specific Coaching Applications</b>	15 Multiple Choice/True-False Questions
<b>Comprehensive &amp; Conceptual</b>	2 Short Answer Essay Questions

You will have 2 hours to complete the exam. Those who have not made the effort to read the materials will have a hard time completing the exam within the allotted time, but for participants who have read the required readings 2 hours will be sufficient.

##### **TERMS AND CONCEPTS TO KNOW:**

Below, please find the terms and concepts that you should be able to define after having read the required readings.

Please define the terms from the required readings rather than a dictionary. You will be tested on the definitions that authors have provided.

##### Co-Active Coaching

- Co-Active Coaching
- Co-Active Coaching Model
- 4 Coaching Cornerstones
- Big A Agenda
- Little A Agenda
- Designed Alliance
- Level I, Level II and Level III Listening
- Intuition

- Curiosity
- Forward
- Deepen
- Self Management
- Core Coaching Principles
- Fulfillment
- Balance

- Process
- Turbulence
- Articulating,
- Clarifying,
- Meta View,
- Metaphor and
- Acknowledging

### Coaching Questions

- Significant Conversations/Questions
- GROW Model
- Coaching Funnel
- SMART Goals
- Life Assessment Wheel
- Destiny
- Life Purpose
- Design

- Passion
- Experience
- Calling
- Destiny
- Gaps
- Ideal Future Technique
- Self Care

### Business Coaching Tool Kit

- Vision
- Time Mastery
- One Percent Solution
- PAR Delegation Model
- Authority Levels
- SMART Goal Worksheet
- Praise Ratio
- Affirmation Register
- Effective Feedback
- Feedback Model

- SWOT
- SWOT Analysis
- Life Leadership Dashboard
- Five Life Tasks
- Life Task Questions
- Sixth Suitcase
- Activity Inventory
- Team Colors
- Team Lifecycle
- Team Survey

2. **SAMPLE QUESTIONS:** (Answers are provided on the last page of this studyguide.)

**1. Which of the following is true about turbulence?**

- It exists when the client is unable to move forward because of an emotional disturbance.
- One step in clearing turbulence is to name it.
- It is a part of client's life process.
- All of the above.

**2. Asking for a progress report:**

- Might offend the client.
- Shows lack of trust.
- Should only be used when the client is disorganized.
- None of the above.

3. ***True or False: A leader should spend ~ one hour each week planning their time.***

4. ***A calling:***

- a. Is mostly appropriate for clients interested in non-profit goals.
- b. Addresses a deep desire to leave something of lasting worth.
- c. Is a specific term used only for discussing religious goals.
- d. Is a term used when a client is seeking to find something.

5. ***The following is an example of an open question:***

- a. How can you double your learning experience?
- b. Is there more to be learned here?
- c. Can you handle this another way?
- d. None of the above.

6. ***Coaching is designed to help:***

- a. teach clients about their dysfunctional behavior
- b. teach clients with normal behavior to develop exceptional behavior.
- c. teach clients about abnormal behavior pathologies.
- d. All of the above.

7. ***True or False: Clients do not always consciously understand their values.***

8. ***Deepening in a coaching relationship is defined as:***

- a. Strengthening the coaching relationship.
- b. Strengthening the client's relationship with their loved ones.
- c. Helping clients learn about and understand themselves better.
- d. None of the above.

9. ***Of the five life tasks:***

- a. The work task is most important
- b. The social task is least important.
- c. The love task is most important.
- d. A good leader will view all tasks as important.

## **V. CHAPTER QUESTIONS:**

***Co-Active Coaching***, by Laura Whitworth et al.

The exam will cover chapters one through ten but will not cover any of the attached tools after page 188.

### **Chapter 1: The Co-Active Coaching Model**

- What are the four cornerstones of Co-Active Coaching?
- Draw the Co-Active Coaching Model.

- What are the three parts of the Big A agenda? What is the Little A agenda? How does the coach define these agendas?
- What is a designed alliance?
- Describe the five contexts found in the coaching relationship?

### **Chapter 2: The Co-Active Coaching Relationship**

- How does the Co-Active Coaching model reflect the balance of power in the coaching relationship?
- What characteristics should all designed alliances have in common?
- Describe each of the four elements that are typically found in the beginning of a coaching relationship?

### **Chapter 3: Listening**

- Describe level 1, level 2, and level 3 listening? What types of listening should the coach target in their sessions? How will these levels of listening aid in the coaching process?
- Describe 5 tools that can assist the coach to help clients build a deeper understanding of what they have said.

### **Chapter 4: Intuition**

- Why is intuition important in the coaching process? What should a coach do when they feel their intuition at work?

### **Chapter 5: Curiosity**

- Name four reasons a coach's curiosity is valuable?
- Describe powerful questions? Why are they powerful?

### **Chapter 6: Forward and Deepen**

- What does forward mean in a coaching relationship? Why is the ability to forward a client important in a coach's practice?
- What does deepen mean in the coaching relationship? How will deepening bring value to the client in ways they did not expect?
- What eight elements can a coach bring to the coaching relationship that will help the client go forward and deeper?
- Describe four skills a coach can use to help forward and deepen a client?

### **Chapter 7: Self Management**

- What does self management mean for a coach? Why is it important?
- Describe five types of coaching errors?
- What should a coach do when they make an error? Define seven mechanisms a coach can use to recover from an error?

## **Chapter 8: Fulfillment**

- Define fulfillment? What roles do values play in fulfillment?
- Are values and morals the same? If not, how are they different?
- What are four ways coaches can help clients gain fulfillment?
- What happens when clients do not honor their values?

## **Chapter 9: Balance**

- What is balance and why is it important? How does it affect the client's quality of life? How does balance change over time?
- Describe the five step process to help clients find a good balance in their life?

## **Chapter 10: Process**

- Why is process important in a client's life?
- What is the five step method for resolving turbulence when it impedes the coaching process?

### ***Coaching Questions*** by Tony Stoltzfus.

The exam will cover only sections 1 through 4 of this book.

#### **Section 1: Getting Started**

- What are five reasons coaches should ask questions?
- How should a new coach build their repertoire of questions?
- What are the top ten question errors in coaching?
- What are the characteristics of significant questions?
- Name four types of questions that help in structuring a coaching session?

#### **Section 2: The Coaching Process**

- What is the coaching process and why is it powerful?
- Describe two coaching models and explain how they fit the coaching process?
- Name three types of questions that help define the coaching agenda?
- What is a life assessment wheel? Describe the eight parts of this wheel? How is it used?
- What is a SMART Goal? How is it more effective than a regular goal?

#### **Section 3: Life Coaching and Destiny Discovery**

- What is destiny discovery and why is it important?
- Describe six ways a life purpose can be defined?

#### **Section 4: Life Coaching --- A Better Life Today**

- Explain three ways a coach can help a client find a better life today?

*The Business Coaching Tool Kit* by Stephen G. Fairley and Bill Zip.

The test will cover chapters 1 to 10 of this book.

**Chapter 1: Developing a Leadership Vision**

- What is leadership vision? What are three reasons leadership vision leads to excellence?
- What are two types of authority? Which one is better? Why?
- Describe one way to help a leader develop their organizational values?

**Chapter Two: The One Percent Solution**

- Why should a leader manage their time around priorities and not tasks?
- How many priorities should a leader define? Why?
- Why should a manager include themselves and their family in their priorities?
- What is one framework a leader can use to define their priorities? How much time does this framework take per week? Per day?

**Chapter 3: Getting Things Done Through Others**

- Why is delegating important?
- What are some common mistakes in delegating tasks?
- Explain the three parts of the PAR model?
- How does the PAR model address these common errors?
- What are the three authority levels? How are they used in delegating tasks?

**Chapter 4: Making Goals SMART**

- Name the five parts of a SMART goal? Why is a SMART goal better than a regular goal?

**Chapter 5: The Power of Positive Praise**

- What ratio of positive to negative comments is healthy? What are consequences of less? What are consequences of more?
- What are three characteristics of correctly delivered positive praise?
- What is an affirmation register? How does it help a leader?

**Chapter 6: Making Feedback Effective**

- What are common instinctual responses when feedback is needed? What is the problem with these instinctual responses?
- Describe the three stages of effective feedback? What are the elements of each stage? Why is each stage important?

**Chapter 7: A New Twist on SWOT**

- What is SWOT? Once each of the SWOT elements is defined, how should they be integrated to bring forth the most effective analysis?

## Chapter 8: The Life Leadership Dashboard

- Describe the five life tasks?
- What are the five elements for each task defined in the leadership dashboard?
- How does the leadership dashboard improve a client's life?

## Chapter 9: The Sixth Suitcase

- What is the sixth suitcase? Why is it valuable?
- What four benefits are gained when the sixth suitcase is emphasized in daily life? How does this help improve performance?
- What are the two parts of the mechanism shown for defining a person's sixth suitcase?

## Chapter 10: What Color is Your Team

- Describe the lifecycle of a team? What are the characteristics of each of the four stages? How does the leadership role differ for each stage?
- Why do the most effective teams have little use for a formal leader? What role should a formal leader play in a healthy "Green" team?

## **VI. CERTIFIED BUSINESS COACHING SPECIALIST (CBCS) STRATEGIC PROJECT:**

The **Certified Business Coaching Specialist (CBCS)** Program requires participants to complete a Strategic Project in order to graduate from the program. This plan is worth 100 points and accounts for 50% of the total grade within the program.

As such, non-submission of this strategic plan will result in an automatic failing grade for the CBCS program. If you have any questions, please email us at [Team@BusinessTraining.com](mailto:Team@BusinessTraining.com).

**Once you have completed this project**, please send it and your request to take your desired exam date at least 2 weeks before the scheduled exam date. **To schedule yourself for an exam date**, this project must be received, completed, at least 2 weeks before the exam date. For example, to take the October 10<sup>th</sup> exam date, this project must be received (as well as a request to take the exam) no later than September 26<sup>th</sup>.

### **Practicum Directions**

Find one coaching client and meet with them for 6 to 10 one hour coaching sessions. After each session, make a one to two page journal about what occurred. Journal entries will be due each week. If the client is unable to make a session, be sure to make a short journal entry noting their absence.

Include the following information in the journal entry:

1. What did you learn about the client?
2. What did the client learn?
3. What developments occurred on the big A agenda and the little A agenda?
4. What tools did you use?
5. Why did you use them?
6. How effective were they?

7. Why or why were they not effective?
8. If the client had any assignments, did he do them?
9. Describe the assignment and the results.
10. How did you hold the client accountable?
11. What actions will the client take before the next session (if any)?
12. What tools do you plan to use in the next session? Why?
13. Did you make any errors? If so, how did you recover?
14. What coaching tools did you use to recover?
15. What would you do differently in this session if you could do it over again?
16. What will you do differently in the next session?

Once the coaching sessions are complete, answer the following questions:

1. Describe what actions the client has taken to improve their business/life?
2. What did your client learn?
3. How did the coaching process add value to the client's business/life?
4. What did you learn through this coaching experience?
5. How will this coaching experience change your coaching practice going forward?

Again, please note that the business coaching practicum will be worth 100 points, 50% of the total possible points participants can earn in the business coaching certification program. The business coach certification exam is worth 100 points as well. Written work should have proper grammar and spelling. Points will be taken off for poor grammar and writing. If you need writing assistance or help with proofreading, please feel free to ask, and please utilize your peers and friends to help you proofread.

## **VII. FAQ (FREQUENTLY ASKED QUESTIONS):**

### **Have more questions or need more information?**

Please see our consistently updated FAQ (Frequently Asked Questions) section.

You can also get in touch with the Business Training Institute team via email at [Team@BusinessTraining.com](mailto:Team@BusinessTraining.com), by phone at 305.503.9050, and through our ClickAndChat tool, accessible from our homepage.

Thanks for joining the Business Training Institute! Please let us know if you have any questions.

### **-The Business Training Institute Team**

The Business Training Institute  
328 Crandon Blvd.  
Suite #223  
Key Biscayne, Florida 33149

## **VIII. SAMPLE QUESTION ANSWERS:**

1. d. -- Co-active Coaching Chapter 10.
2. d. -- Coaching Questions p. 45
3. a. -- The Business Coaching Toolkit Chapter 2
4. b. -- Coaching Questions P 60 and P61
5. a. -- Co-active coaching p. P 71
6. b. -- The business coaching toolkit p 98
7. a. -- Coaching Questions P. 56.
8. c. -- Co-active coaching chapter 6
9. d. -- The Business Coaching Toolkit. Chapter 8

*Please refer to the chapters above for more information on the correct answers.*