

ARMY LEADERSHIP AND COUNSELING PRACTICE TEST (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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<https://armyleadershipandcounseling.examzify.com>



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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. Which Army Regulation outlines commanders' responsibilities for establishing a positive climate?**
 - A. AR 700-86
 - B. AR 600-20
 - C. AR 500-2
 - D. AR 400-10
- 2. What outcome can result from poor trust between leaders and followers?**
 - A. Enhanced cooperation
 - B. Encouragement of candid feedback
 - C. Increased resistance to influence
 - D. Stronger team cohesion
- 3. What does "360-degree feedback" refer to in Army leadership?**
 - A. A performance review that includes only the supervisor's feedback
 - B. A feedback tool focusing solely on self-assessment
 - C. A performance appraisal system that includes feedback from all directions
 - D. An informal feedback process from close friends
- 4. What principle should guide a leader's approach to conflict resolution?**
 - A. Avoiding conflict at all costs
 - B. Addressing issues promptly and fairly
 - C. Prioritizing the opinions of superiors over subordinates
 - D. Delegating all conflict management to HR
- 5. What does the character of a leader encompass?**
 - A. Their technical skills and expertise
 - B. Their personal beliefs and actions
 - C. Their educational achievements
 - D. Their physical appearance and fitness
- 6. What defines formal leadership in military context?**
 - A. Initiative and applying expertise
 - B. Designated by rank or position
 - C. Collective efforts of multiple leaders
 - D. Adjusting actions to specific situations

- 7. What is the desired outcome of professional growth counseling?**
- A. To identify and discipline ineffective subordinates
 - B. To promote learners' personal and professional development
 - C. To ensure compliance with established protocols
 - D. To focus exclusively on task completion
- 8. What effect does toxic leadership have on followers?**
- A. Enhances morale and motivation
 - B. Improves initiative and self-worth
 - C. Undermines will and destroys morale
 - D. Encourages creativity and innovation
- 9. Which of the following is NOT a Leader Attribute within the Leadership Requirements Model?**
- A. Character
 - B. Presence
 - C. Intellect
 - D. Competency
- 10. In counseling, what does performance counseling specifically focus on?**
- A. Past accolades and achievements
 - B. Future aspirations and goals
 - C. Review of duty performance
 - D. Emotional well-being

Answers

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1. B
2. C
3. C
4. B
5. B
6. B
7. B
8. C
9. D
10. C

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Explanations

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1. Which Army Regulation outlines commanders' responsibilities for establishing a positive climate?

- A. AR 700-86
- B. AR 600-20**
- C. AR 500-2
- D. AR 400-10

The correct choice highlights Army Regulation 600-20, which specifically deals with command policy regarding the establishment and maintenance of a positive command climate within units. This regulation emphasizes the importance of leaders fostering an environment that encourages open communication, inclusivity, and respect among all Soldiers and personnel. AR 600-20 outlines the roles of commanders in shaping the behavior, attitudes, and overall moral of their soldiers, underscoring leadership responsibilities in promoting a healthy organizational culture. By setting the tone at the top, commanders can influence the unit's morale and effectiveness, leading to better performance and cohesion among troops. The other regulations listed do not have a direct focus on the climate within the unit. For example, AR 700-86 deals with the Army's supply policies, while AR 500-2 addresses emergency management and operational readiness. AR 400-10 is more focused on environmental and safety considerations. Therefore, they do not encompass the specific responsibilities regarding the command climate as detailed in AR 600-20.

2. What outcome can result from poor trust between leaders and followers?

- A. Enhanced cooperation
- B. Encouragement of candid feedback
- C. Increased resistance to influence**
- D. Stronger team cohesion

The outcome that results from poor trust between leaders and followers is increased resistance to influence. When there is a lack of trust, followers are less likely to be open to the ideas, guidance, and decisions put forth by their leaders. This resistance can manifest in various ways, such as reluctance to accept changes, hesitance to follow orders, or a general skepticism towards the leaders' intentions. In a situation characterized by poor trust, followers may feel unsupported or undervalued, leading to a breakdown in communication and collaboration. As a result, instead of being motivated to engage with the leader's vision or directives, they may actively push back, prioritizing their own perspectives over the collective goals of the team or organization. Trust is essential in leadership because it fosters cooperative relationships and encourages followers to be receptive to influence, ultimately facilitating a more productive and effective environment.

3. What does "360-degree feedback" refer to in Army leadership?

- A. A performance review that includes only the supervisor's feedback
- B. A feedback tool focusing solely on self-assessment
- C. A performance appraisal system that includes feedback from all directions**
- D. An informal feedback process from close friends

"360-degree feedback" in Army leadership refers to a comprehensive performance appraisal system that gathers feedback from various sources, including supervisors, peers, subordinates, and sometimes even external stakeholders. This multi-faceted approach allows individuals to receive insight into their performance from multiple perspectives, enhancing personal and professional development. This method is beneficial as it not only provides leaders with a well-rounded view of their strengths and areas for improvement but also fosters a culture of open communication and collaboration within the organization. When feedback comes from a diverse range of individuals, it helps to mitigate bias that may occur if only one person—such as a direct supervisor—provides evaluation. In contrast, options that emphasize feedback from only one direction or perspective, such as just a supervisor or focusing solely on self-assessment, do not encompass the holistic nature of 360-degree feedback. Similarly, informal feedback from friends lacks the structured and systematic approach that characterizes a formal 360-degree feedback process. Hence, the chosen answer accurately captures the essence of this feedback mechanism as it applies in Army leadership contexts.

4. What principle should guide a leader's approach to conflict resolution?

- A. Avoiding conflict at all costs
- B. Addressing issues promptly and fairly**
- C. Prioritizing the opinions of superiors over subordinates
- D. Delegating all conflict management to HR

The principle of addressing issues promptly and fairly is central to effective conflict resolution in a leadership context. This approach ensures that conflicts are not ignored or allowed to fester, which can lead to a toxic work environment, decreased morale, and increased tension among team members. By tackling issues quickly, a leader demonstrates a commitment to resolving differences and maintaining team cohesion. Furthermore, resolving conflicts fairly promotes a sense of justice and respect among team members, allowing for open dialogue and collaboration. It encourages a culture where individuals feel safe to express their concerns and opinions. This transparency and fairness can lead to stronger relationships and improved communication within the team, ultimately enhancing overall productivity and teamwork. Prioritizing the opinions of superiors over subordinates does not contribute to an open and egalitarian environment, while avoiding conflict or delegating entirely to HR can result in unresolved issues that may escalate further. A proactive and fair approach to conflict resolution sets a positive example for others and helps build a resilient and cohesive team.

5. What does the character of a leader encompass?

- A. Their technical skills and expertise
- B. Their personal beliefs and actions**
- C. Their educational achievements
- D. Their physical appearance and fitness

The character of a leader fundamentally revolves around their personal beliefs and actions. This encompasses the values, ethics, and integrity that guide a leader's decision-making and interactions with others. A leader's character is crucial in establishing trust, fostering respect, and inspiring their team. When a leader's actions align with their stated beliefs, they demonstrate authenticity and reliability, which are essential components of effective leadership. While technical skills and expertise, educational achievements, and physical appearance may contribute to a leader's overall effectiveness, they do not encapsulate the essence of a leader's character. The personal beliefs and choices a leader makes play a pivotal role in shaping their leadership style and impact on their organization and followers. Ultimately, character reflects a leader's true nature and influences their ability to motivate, guide, and influence others positively.

6. What defines formal leadership in military context?

- A. Initiative and applying expertise
- B. Designated by rank or position**
- C. Collective efforts of multiple leaders
- D. Adjusting actions to specific situations

In a military context, formal leadership is primarily defined by being designated by rank or position. This means that individuals holding specific ranks or official positions within the military hierarchy are recognized as leaders by virtue of their title and the authority that comes with it. These leaders are tasked with guiding, directing, and managing their subordinates based on established protocols and military regulations. Formal leadership is critical in the military because it establishes clear lines of authority and accountability. It ensures that orders and directives can be issued efficiently and that there is a recognizable structure for decision-making and follow-through on missions and tasks. This hierarchical structure fosters discipline and cohesion within the ranks, allowing personnel at various levels to understand their roles and responsibilities clearly. The other options, while they may describe important aspects of effective leadership, do not encapsulate the core definition of formal leadership in a military context. Initiative, collective efforts, and situational adjustments are valuable skills and approaches for leaders but do not specifically delineate what makes someone a formal leader within the military framework.

7. What is the desired outcome of professional growth counseling?

- A. To identify and discipline ineffective subordinates
- B. To promote learners' personal and professional development**
- C. To ensure compliance with established protocols
- D. To focus exclusively on task completion

The desired outcome of professional growth counseling centers on promoting learners' personal and professional development. This approach emphasizes the importance of enhancing individuals' capabilities, competencies, and career paths. Through discussions and guidance, leaders aim to identify strengths and weaknesses, offering support and resources to help individuals grow. Professional growth counseling fosters an environment where service members can set personal and career goals, providing a roadmap for their development. This process encourages individuals to take ownership of their growth and to seek out opportunities for advancement and skill-building, ultimately benefiting both the individual and the organization as a whole. By focusing on personal and professional development, leaders contribute to a culture that values continuous improvement and lifelong learning, which is crucial in a dynamic military environment.

8. What effect does toxic leadership have on followers?

- A. Enhances morale and motivation
- B. Improves initiative and self-worth
- C. Undermines will and destroys morale**
- D. Encourages creativity and innovation

Toxic leadership has a significant negative impact on followers, primarily by undermining their will and destroying morale. This type of leadership often involves behaviors such as intimidation, manipulation, and lack of support, which can create a hostile work environment. When followers are subjected to such detrimental leadership, it can lead to feelings of helplessness, decreased motivation, and a lack of confidence in their abilities. Under toxic leadership, followers may experience increased stress and anxiety, which can result in diminished job performance and engagement. The erosion of trust and respect that comes from toxic interactions affects not only individuals but also the cohesion and overall effectiveness of teams. Consequently, the detrimental effects on morale can lead to higher turnover rates and a general decline in organizational health, as followers feel demoralized and undervalued. By contrast, other outcomes such as enhanced morale, improved initiative, or encouragement of creativity are typically associated with positive leadership styles. These positive outcomes stand in stark contrast to the negative influence of toxic leaders, highlighting the importance of fostering a supportive and empowering leadership environment.

9. Which of the following is NOT a Leader Attribute within the Leadership Requirements Model?

- A. Character
- B. Presence
- C. Intellect
- D. Competency**

In the context of the Leadership Requirements Model, the term "Competency" is not classified as a leader attribute. The model outlines specific attributes that are essential for effective leadership: Character, Presence, and Intellect. Character refers to a leader's moral and ethical qualities, which are fundamental in establishing trust and credibility among subordinates. Presence encompasses the ability to project confidence and command attention, enabling leaders to engage effectively with their teams. Intellect signifies the cognitive capabilities necessary for sound decision-making and problem-solving. While competency in leadership is important, it falls outside the defined attributes and is often viewed as a culmination of skills and knowledge that can influence an individual's effectiveness as a leader.

10. In counseling, what does performance counseling specifically focus on?

- A. Past accolades and achievements
- B. Future aspirations and goals
- C. Review of duty performance**
- D. Emotional well-being

Performance counseling specifically focuses on the review of duty performance, which involves assessing how effectively an individual has executed their responsibilities and tasks within their assigned role. This type of counseling is pivotal for providing feedback on strengths and areas for improvement, setting performance expectations, and highlighting any discrepancies between actual performance and desired outcomes. The emphasis on duty performance enables leaders to address specific behaviors and competencies, which can directly impact the individual's effectiveness and the overall mission of the unit. It provides a structured opportunity to discuss past performance and set benchmarks for future improvements, which is essential for professional development. While acknowledging past accolades and achievements, future aspirations and goals, or emotional well-being are important aspects of overall counseling, they do not specifically characterize performance counseling. Performance counseling is distinct in its direct correlation to how well an individual meets their job requirements.

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Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://armyleadershipandcounseling.examzify.com>

We wish you the very best on your exam journey. You've got this!

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