

Table One: Organizational Coaching Taxonomy

| Organizational Coaching Strategy → | I. Behavioral Coaching | II. Decisional Coaching | III. Aspirational Coaching |
|------------------------------------|--|---|---|
| Focus of Coaching | <i>Behavior</i> | <i>Decision-Making, involving both Thoughts and Feelings</i> | <i>Fundamental Beliefs, Values, Purpose</i> |
| Nature of Issue Being Addressed | <p>Puzzle : Uni-dimensional, quantifiable, internal locus of control</p> <p>Problem: Multi-dimensional, complex (“messy”), mixture of internal and external locus of control</p> | <p>Dilemma: Two or more equally valid but opposed polarities; can be managed but never solved</p> <p>Problem: Multi-dimensional, complex (“messy”), mixture of internal and external locus of control</p> | <p>Mystery: Unfathomable, unpredictable, external locus of control</p> |
| Examples of Issues Being Addressed | <p>Providing a subordinate with feedback</p> <p>Running effective meetings</p> <p>Preparing presentations for board</p> <p>Mentoring talent for succession</p> <p>Developing a high performing remote team</p> | <p>Lateral collaboration with powerful peers</p> <p>Managing control vs. flexibility with a team</p> <p>Managing multiple stakeholder communities</p> <p>Making go/no-go/stop decisions</p> <p>Adapting leadership style to group dynamics and to market events</p> <p>Navigating the corporate matrix structure</p> <p>Making an impact on culture</p> | <p>Identifying specific ethical and appropriate actions to take</p> <p>Examining the alignment between one’s own and an organization’s values</p> <p>Role modeling, promoting values in a team</p> <p>Clarifying one’s own values and purpose with regard to career advancement and personal autonomy</p> |
| Coaching Models | <p><i>I.a. Engagement</i> : Preparing for difficult and important interaction with another person</p> <p><i>I.b. Empowerment</i> : Preparing for difficult and important work in a group setting</p> <p><i>I.c. Opportunity</i>: Preparing for a major event in one’s life</p> | <p><i>II.a. Reflective</i>: Deliberating about options, assumptions, beliefs</p> <p><i>II.b. Instrumental</i>: Learning about one’s own and others’ preferences and strengths</p> <p><i>II.c. Observational</i>: Gaining greater insight into one’s own actions and their impact on the environment</p> | <p><i>III.a. Spiritual</i>: Discerning spiritual directions</p> <p><i>III.b. Philosophical</i>: Critically examining fundamental frames of reference</p> <p><i>III.c. Ethics</i> : Identifying and consistently acting upon one’s own values and ethics</p> <p><i>III.d. Career</i>: Identifying and acting on broad preferences</p> <p>life and career preferences</p> |