

Table One: Organizational Coaching Taxonomy

Organizational Coaching Strategy	Behavioral Coaching	Decisional Coaching	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 life and career preferences</p>