



Coaching, in an organisational context, often falls into two types:

- **Developmental coaching**, which focuses on the capabilities of individuals and teams with the aim of raising their performance
- **Remedial coaching**, which focuses on the failings of individuals and teams with the aim of correcting their performance

The first of these is the area in which *PeakDepths* operates the majority of the time. However, there is a third way in which coaching can have a beneficial effect in organisations:

- **Situational coaching**, which focuses on the specific approach individuals or teams take to addressing a real and particular, current issue

Situational coaching, offers a way of having an additional, objective viewpoint involved in your problem solving or decision making process. Coaching in these circumstances comprises a mixture of facilitation, sounding-board, devil's advocacy, challenge and support. Essentially, the coach's role is to adopt the most beneficial style for those being coached, given the needs of the specific circumstances at particular times.

Of course, there will be developmental benefits along the way and possibly even some remedial benefits, but the primary focus is to ensure that the most appropriate conclusions are reached in the most timely way.

Situational coaching can be used to help individuals or teams address internal or external issues. The coach can be an integral part of the process, or can work from the sidelines to support the process. The type of involvement will largely be governed by the needs of each particular engagement. However, the beneficial face to face format can also be supplemented by telephone and email support.

The length and depth of situational coaching engagements are very varied and can range from single meetings, through to long term projects requiring different amounts and types of contact.

Situations typically addressed:

- Making organisational changes (structural or cultural) – working with the senior leader, senior team and/or management group
- Developing innovative approaches to products and/or services – working with internal teams
- Managing major projects – working with existing project teams
- Collaborating with other businesses – working with your business alone or with all the parties involved
- Inducting new leaders into the business – working with the leader, their management and their team
- Establishing developmental programmes – working with HR, L&D and management teams
- Getting involved with community activities – working with the business and community bodies

Typical commitments for situational coaching engagements tend to be more intensive than developmental coaching because the situations being dealt with usually involve deadlines.

One-off events to kick-start something may take just a few hours, whereas coaching individuals through specific situations may require a regular weekly commitment of a few hours.

Teams dealing with specific situations usually need to come together on a regular basis, so may require 2-4 days per month.

Investing in situational coaching opens up several areas for financial return. Some typical benefits are:

- Addressing business issues more efficiently and more effectively, brings better returns, sooner
- Maintaining a strong focus on what is really important maximises the return on effort expended
- Increased confidence encourages people to work collaboratively, delivering better results
- More robust decision processes ensure less reworking in the future
- Getting new people productive more quickly reduces their drain on the resources around them

Important benefits also result for the people involved. They learn how to better apply their talents and passions to achieve excellent results. This then increases satisfaction with their role and loyalty towards the organisation.

... and a more capable organisation performs better and achieves more.