

The GROW Model



The most important behaviors of the highest scoring managers were that they were effective coaches. As a leader, you can be an effective coach by focusing on the individual needs of each team member.

It is also important to ask questions and listen to employees' needs, instead of telling or giving answers, through drawing out insights and inspiring new ways of thinking.

Across the coaching continuum, here are some tips to practice:

- Have regular 1:1s with your team member and be fully present and focused on their individual needs
- Be aware of your own mindset and that of the team member
- Practice active listening and ask open-ended questions to facilitate the team member's own insight (questions that start with "what" and "how" encourage expansive thinking)
- Provide specific and timely feedback
- Balance positive (motivational) and negative (constructive) feedback and understand the unique strengths and development areas of each team member

Break your next development discussion down with the GROW Coaching Model: Goal, Reality, Options, Will.

Through helping your team members get clear on their aspirations, you can have an impactful, focused development conversation – possibly in just 30 minutes.

Goal: What do you want? Establish what the team member really wants to achieve with their career.

- “Where do you see yourself in one, five, and ten years?”
- “If money or your current skills weren’t an issue, what would be your dream role?”
- “What are your interests, values, and motivations?”

Notes:

Reality: What’s happening now? Establish the team member's understanding of their current role and skills.

- “What are the most rewarding or frustrating aspects of your current role?”
- “Do you feel challenged or stretched in your current role? What would make it more challenging? What isn’t challenging you?”
- “What feedback have you received from other people on your strengths and weaknesses?”

Notes:

Options: What could you do? Generate multiple options for closing the gap from goal to reality.

- “What can you do right now to further develop skills that would be useful in reaching that goal we talked about earlier?”
- “What stretch assignments, big projects, or experiences could you pursue?”
- “What networking or mentorship options are there?”

Notes:

Will: What will you do? Identify achievable steps to move from reality to goal.

- “What will you do? By when?”
- “What resources would be useful? What skills will help you get there?”
- “What advocacy would help? How can I or our team leader provide more support towards your development?”

Notes: