



The GROW Model

The GROW Model is the most common framework used by coaches in the business environment. GROW is an acronym that stands for Goals, Realities, Options, and Way-forward. It helps you and your employees clarify their goals, assess the situation, and identify potential obstacles and solutions.

Given its simplicity, many managers have taught themselves to use the GROW model as a way to structure coaching and mentoring sessions with their employees.

A coaching conversation rarely follows a simple sequential four-step path. However, a set of good questions within the GROW framework gives managers the confidence needed to get started coaching. With practice, you can weave this framework into a natural, conversational flow that helps infuse coaching into your leadership approach and becomes second nature.

Goals – Coaching starts with establishing a goal. It could be a performance goal, a development goal, a problem to solve, a decision to make, or a goal for the coaching session.

- What is it you would like to focus on?
- What would you like to achieve?
- What would you like to happen that is not happening now?
- What outcome would be ideal?
- Where do you feel you're falling short on your performance goals?
- How would you know if you're successful in achieving your goal?
- How could you break this goal down into manageable chunks?
- What are all the things that would need to be done to achieve the goal?

Realities – Assess the situation:

- What issues are you facing in keeping you from meeting your goal?
- What is happening at the moment to derail your progress toward the goal?
- When and how often does this happen? Be precise if possible.
- What effect does this have?
- What other factors are relevant?
- Who else is relevant?
- What is that person's perception of the situation?
- What have you tried so far?
- What actions are currently under way?
- What did you learn from _____?
- What else is conflicting with achieving the goal?



Options - Kick-start some brainstorming. Don't worry about how realistic they are at this stage:

- What options are available to help you meet your goal?
- What possibilities for action do you see? Don't worry about how realistic they are at this stage.
- What could you do differently?
- What could you do to get a better result (or move closer to your goal)?
- Who might be able to help?
- Which options do you like the most?
- What is the best/worst thing about that option?
- Rate from 1 to 10 your assessment of the practicality of each of these options.
- What other factors should you consider?
- What else could you do? – when brainstorming is not yielding many ideas...

Way-forward – Develop an action plan, check for commitment, and introduce accountability:

- Which option do you feel ready to act on?
- How are you going to move forward?
- What's your first step?
- What three actions can you take this week toward meeting your goal?
- What support do you need to get started?
- What are your next steps?
- When will you take them?
- What might get in the way?
- What help do you need?
- How will you know when you have been successful?
- Can you summarize these action steps in an email and send out after our meeting?