

GROW for coaching in leadership

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You'll need:



Note-taking materials



A minimum of 15 mins

date:

the GROW model

what is GROW?

A popular framework used by executive coaches that can be utilised by managers looking to structure or improve their team mentoring or coaching. It can be used to help your team, mentee or peer group solve problems, formulate goals, make properly considered or difficult decisions, efficiently plan, or even facilitate strong meetings or workshops.

GROW is centred around **asking great questions rather than giving advice**. The most important aspect is asking the person the **right question** at the **right time** to inspire **their own thinking**. Each question needs to be asked with **genuine interest and warmth** and made as informal as you are appropriately able to. Listen well and make your next question build on their response to the first.

Goal

What do you want?

- Can be big or small, specific or general
- Use SMART format for clarity

your turn:

What is goal you'd like to be coached on?

Reality

Where are you now?

- Take account of the current situation objectively - explore what's working; what's challenging; and what the coachee has already tried.
- Ask questions slowly & deliberately
- Use active listening & allow reflection

your turn:

Describe the current reality related to your goal

Options

What could you do?

- Avoid sharing solutions
- The goal may change during the conversation - be adaptable.

your turn:

List at least 3 possible options you could take

Will/way forward

What will you do?

- Establish commitment to goal
- Formulate SMART action plan
- Focus on steps forward that feel motivating

your turn:

What action(s) will you take in the next week?

date:

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GROW question examples

goal questions

- How have you been?
- What has improved or worsened since our last conversation?
- What would you like to discuss?
- What is your number one goal for this session?
- Why do you want to achieve it?
- What are the benefits of achieving it?
- Where would you like to be with this issue by the end of our conversation?
- How will you know when you've achieved your goal?
- Do you have enough time and resources to achieve your goal?
- What do you want to change the most?
- What's your ideal outcome for this situation?
- What will happen if you don't achieve your goal?
- What's the most helpful takeaway you could gain from this session?
- How can I help?

reality questions

- What is your current situation (AKA what brought you here?)?
- Talk me through some examples
- Tell me more about that
- Who is involved?
- How does this impact you and your work? And others, impact on them?
- How important is it to you?
- How urgent is the situation on a scale of one to ten?
- What obstacles are in the way?
- How often do you face your obstacles?
- What are the implications of doing nothing?
- What part of this do you have control over?
- What is going right?
- Imagine you're at your most resourceful. What do you say to yourself about this issue?
- What is the perception of other people involved?
- What does X think about this?
- How are you currently being supported around this?
- What behaviours, attitudes, or skills can you improve to help your situation?
- Describe your typical day in relation to your goal/obstacle.
- How close or far are you from achieving your goal/overcoming your obstacle?
- What is your intuition telling you?
- What would happen if you didn't meet your goal or overcome your obstacle?
- What beliefs do you have about this situation?

date:

options questions

- What can you do to solve it?
- What has worked in the past?
- What have you tried so far?
- What hasn't worked in the past?
- What are some alternatives?
- Would you like a suggestion?
- What have you tried to do to fix it?
- What are the pros and cons of each option?
- Who can help you in that scenario?
- Do you have sufficient time and resources to achieve your goal?
- If time or resources were no issue, how would you achieve your goal?
- What obstacles might you face if you chose that option?
- If you were worry/ fear-free what would you do?
- What resources do you need to achieve your goal?
- Who do you need support from to achieve your goal?
- What might get you off-track, and how? What might get you off-track, and how will you correct yourself?

will questions

- On a scale of one to ten, how motivated are you to achieve your goal?
- How can you increase your motivation level?
- What can I or leadership do to help you achieve your goal?
- Explain the next steps to me.
- What actions do you need to take?
- What actions do you want to take the most?
- What actions are you least excited to take?
- How will we measure success?
- What will happen once you achieve your goal?
- What will your first step be?
- When will your first step be?
- How long will it take to achieve your goal?
- How will you stay committed?
- Who will hold you accountable?
- How will you log or report your progress, and to whom?
- What would make the experience more enjoyable for you?
- How do you feel about your goal/obstacle now?
- When should we touch base again?

date:

follow up questions

to inspire deeper thinking

Active listening is a key part of a good coaching conversation, and includes asking well timed follow up questions. Using follow ups can help inspire deeper thinking and focus on key issues. The key is to notice what seems important and gently attempt to expand that thinking.

Here are some examples:

what else?

can you tell me more?

walk me through that...

what makes you say that?

what else could there be on that?

can you explain why that matters?

challenge prompts

i'm stuck on...

i'd love to be able to...

my biggest challenge is...

i don't feel supported with...

i don't know what to do next about...

something important to get sorted is...

date:

final reflections

your turn:

- What did you learn about your coaching style or approach through using the GROW model?
- How might using GROW enhance your next coaching conversation?

Further Reading:

Whitmore, J. (1992). Coaching for Performance. Nicholas Brealey Publishing.

Downey, M. (1999). Effective Coaching. Orion Business.

Rogers, J. (2012). Coaching Skills: A Handbook. McGraw-Hill Education.

Kline, N. (1999). Time to Think: Listening to Ignite the Human Mind. Cassell Illustrated.

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