

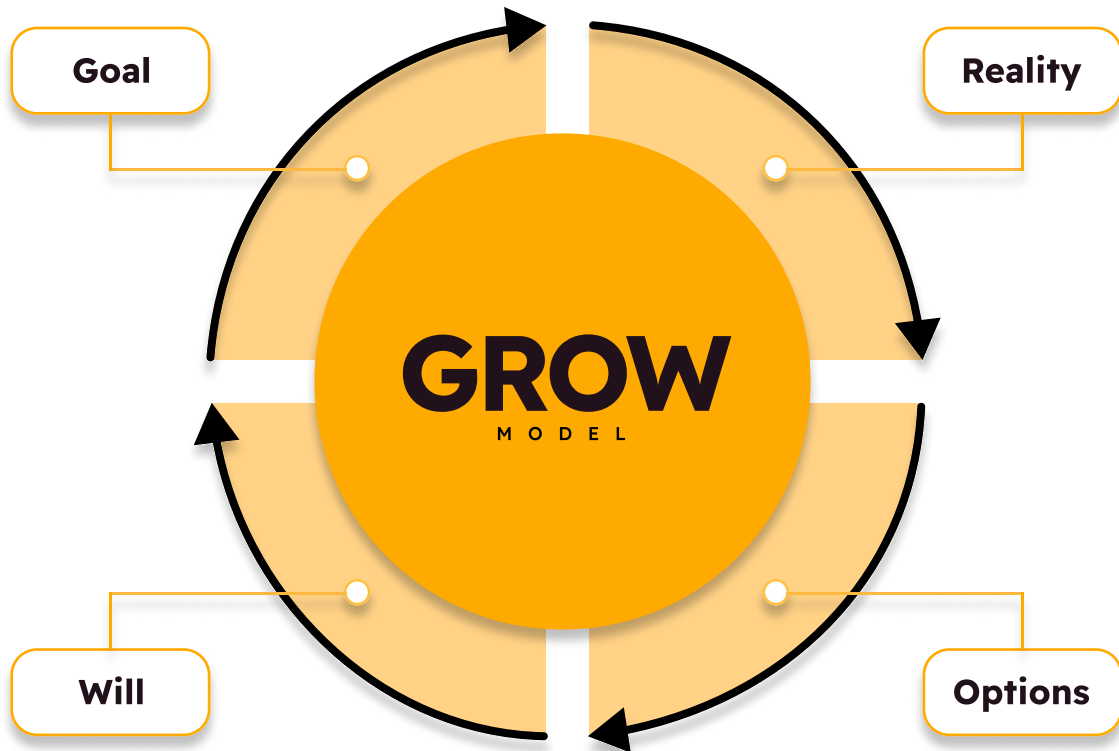
Coaching with the GROW Model

The GROW Model is a tried-and-true coaching tool to help individuals plan and achieve their goals with clarity and confidence. Developed by John Whitmore, Graham Alexander and Alan Fine in the 1980s, it stands as one of the most influential coaching models in the world.

While widely used in coaching, this tool is just as valuable in leading meetings, problem solving, feedback sessions, career conversations, and performance improvement.

What makes the GROW Model effective?

- 1 Breaks things down into specific and actionable steps in resolving problems, development goals, or even in addressing ineffective strategies.
- 2 It creates an environment where your participant (or even yourself) can independently identify learning opportunities, obstacles and find solutions on their own.
- 3 Foster a strong sense of responsibility, commitment and ownership over their own goals and progress.



The GROW Model is divided into four steps: **Goal**, **Reality**, **Options**, and **Will**.

Head on to the next page to see a detailed description of each step.

Coaching with the GROW Model

The Goal Stage

The Goal Stage is where you pinpoint exactly what should be achieved. What's the objective? What does success look like for this goal? Evaluating its importance and the specifics ensures a clearer path towards realising it.

A general, vague goal can leave your team member feeling directionless. But goals aren't just about hitting performance targets—they should be clear, specific, meaningful, and actionable. To set them up for success, ensure the goals are:

- 1 Clearly defined and meaningful
- 2 Aligned with personal or professional aspirations
- 3 Growth-oriented over being driven by achieving performance metrics
- 4 The right level of difficulty

GUIDE QUESTIONS

- What do you want to achieve?
- Why have you chosen this goal? How much effort are you prepared to invest in achieving it?
- What will you learn as you pursue this goal? What other benefits are there for you?
- Is the goal challenging but achievable? How motivated are you to pursue this goal / change?

The Reality Stage

The purpose of the Reality Stage is to identify why the goal was made in the first place. Essentially it answers the question “What is the goal for?” or “Why should I be working on this?” By exploring the factors that led to its creation and understanding the current situation, the path forward becomes clearer.

To encourage deeper insight and meaningful reflection, consider these key points:

- 1 Use the SWOT Analysis method to give structure in establishing the reality of a given situation.
- 2 Identify patterns, beliefs and assumptions. These can influence both how they act and the decisions they make.
- 3 If the solution does not seem clear, dig deeper and keep asking questions.
- 4 Avoid giving out solutions. Instead, guide participants through by encouraging insight. This also fosters stronger decision-making and ownership of the goal.
- 5 Understand how the situation is perceived. Their view of reality shapes how they approach the goal.

GUIDE QUESTIONS

- What is the real challenge here for you?
- What has happened that lead to this point?
- What is getting in your way — including your own thoughts or beliefs?
- What has helped and not helped?
- What assumptions might you be making?
- Who might offer a different perspective?

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Options

In the Options stage, consider the different options in achieving the goal. By evaluating the pros and cons of each approach, you and your team mate can determine the best course of action while also identifying potential challenges and how to overcome them.

Keep the following pointers in mind as you assess your options.

- 1 Build confidence, ability and motivation. Empower your participant to take action and encourage them to achieve the set goal with a positive mindset.
- 2 Create a sense of ownership. Their commitment to the goal is what truly determines success.
- 3 Resist rushing into action. Evaluate options with patience and a clear mind — the best solution may be the least obvious.

GUIDE QUESTIONS

- What have you tried so far?
- What options can you see? Are there other options that might work just as well?
- What haven't you tried yet that might work?
- How motivated are you to take any of these options?
- What could you do to increase your motivation for a particular option?

Will / Way Forward

Now with the full picture of the situation, the Will/Way Forward stage is all about planning and taking action. By breaking down the chosen option into achievable steps, your team member can stay on track and work steadily towards success.

Consider these key points as you encourage your team member to reach the finish line:

- 1 Celebrate early wins. Small successes build confidence, momentum, and further commitment to the goal.
- 2 Acknowledge their progress to sustain motivation.
- 3 Balance challenge with support. More encouragement and guidance means a higher likelihood of success.

GUIDE QUESTIONS

- What will you do next?
- What might get in the way? What will you do then?
- What sources of support or assistance could you draw on?
- How will you feel once this is done?