

### The GROW model

A model used by many organisations in taking a coaching approach to developing individual staff is the GROW model (Whitmore, 2009). The GROW model is a useful framework for using questions to have a dialogue around progress and development in a constructive and focused manner. It is a useful tool for problem-solving and overcoming barriers to successful performance. It aims to create a common understanding of what needs to be achieved and what the current status is. It explores possibilities, enables decision-making and self-directed action to optimise performance and development potential.



## Coaching manager questions

<p><b>Establish the Goal</b></p> <p><i>Tip: focus here on defining a specific outcome to be achieved. Remember SMART!</i></p>	<p>What do you want to achieve?</p> <p>What goal would really stretch you?</p> <p>Where do you feel you have control or influence over this goal?</p> <p>How will you know that you have achieved your goal? What does success look like?</p> <p>What is the first step to achieving this goal?</p> <p>What outcome would you like?</p> <p>What are you prepared to do to make this work?</p> <p>What is your timeframe?</p> <p>Is the goal achievable in the timeframe?</p>
<p><b>Examine the Reality</b></p> <p><i>Tip: Focus here on asking open ended What, How, Where questions. Use Why sparingly. The aim is to seek facts and information.</i></p>	<p>What are the implications of that goal for you/the work area?</p> <p>What have you done so far to improve things?</p> <p>What is currently working towards you achieving this goal?</p> <p>What is keeping you from doing that? What are some of the challenges?</p> <p>What do you want to be different?</p> <p>How can you best achieve this goal?</p> <p>What do you think you could tackle first?</p> <p>What is it that makes you uncomfortable about .....?</p> <p>What are your capability development needs?</p>
<p><b>Explore the Options</b></p> <p><i>Tip: Focus here on helping people see the possible solution / way forward.</i></p>	<p>What options are there for you to achieve you goal?</p> <p>What are the pros/cons of that option?</p> <p>What could you do differently? What else?</p> <p>If you knew you could do it, what would be the first steps?</p> <p>What would make the most difference?</p> <p>Who might help you? How could they help?</p> <p>If you knew that you had all the skills necessary, what is the first thing you would do?</p> <p>Which option do you think is the most viable?</p>
<p><b>Establish the Way Forward</b></p> <p><i>Tip: Focus here on getting detailed around What, When, How, to enable action and follow through.</i></p>	<p>Of all the options you identified, which one appeals most to you?</p> <p>How can the chosen option(s) be incorporated into your plan?</p> <p>What are you going to do, to change this idea into an action?</p> <p>What steps will you take and when?</p> <p>By when do you want to .....?</p> <p>What barriers will you face? How can you remove these barriers?</p> <p>What support do you currently have? What support do you need?</p> <p>How and when are you going to obtain that support?</p> <p>What will you go away and do from today?</p> <p>How committed are you to doing this? How confident are you on a scale of 1 to 10?</p>