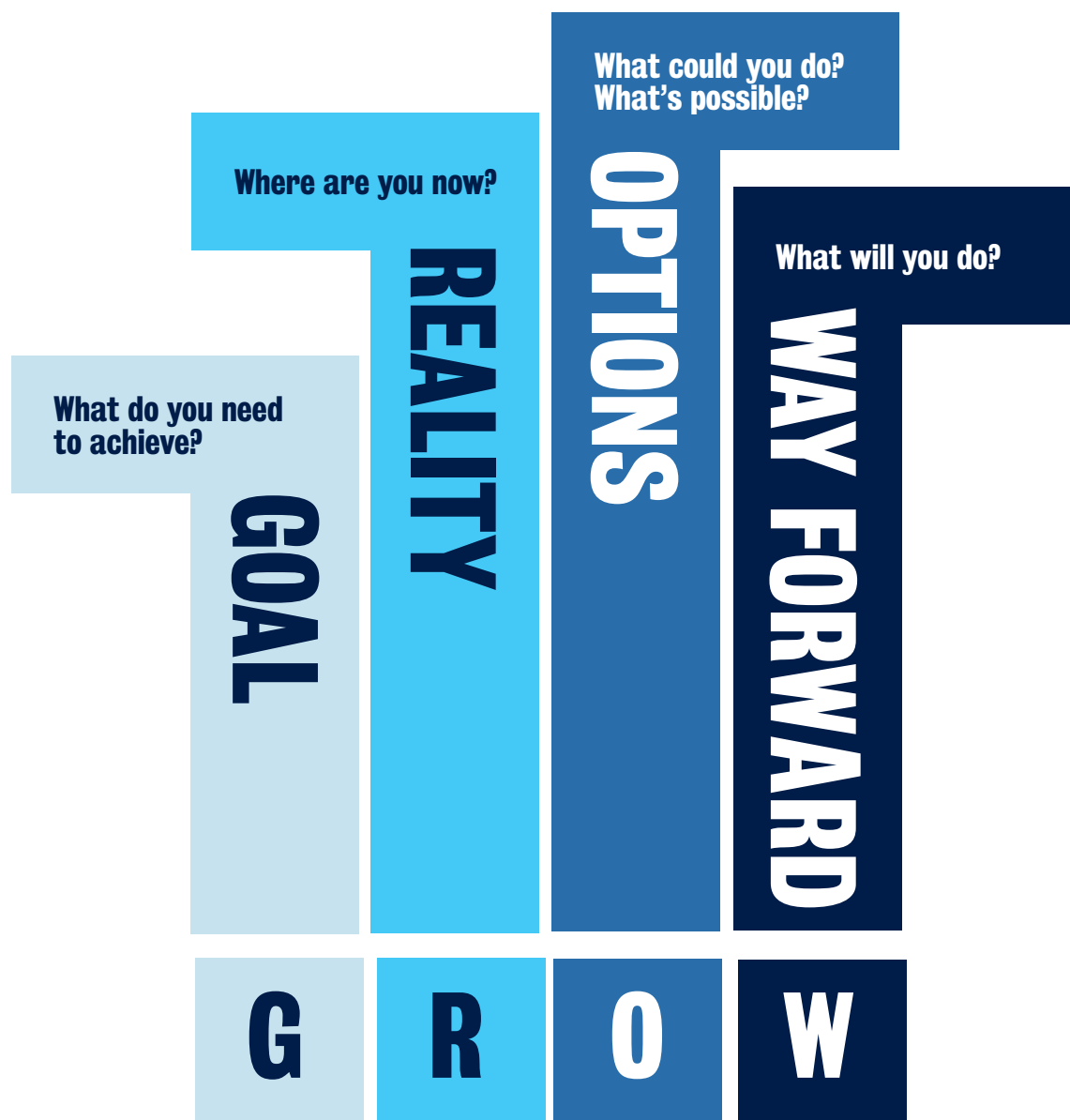




### The GROW model

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>Establish the</p> <h1>GOAL</h1> <p>Tip: Focus here on defining a specific outcome to be achieved. Remember SMART.</p>	<p>What do you want to achieve?            What goal would really stretch you?            Where do you feel you have control or influence over this goal?            How will you know that you have achieved your goal? What does success look like?            What is the first step to achieving this goal?            What outcome would you like?            What are you prepared to do to make this work?            What is your timeframe?            Is the goal achievable in the timeframe?</p>
<p>Examine the</p> <h1>REALITY</h1> <p>Tip: Focus here on asking open ended What, How, Where questions. Use Why sparingly. The aim is to seek facts and information.</p>	<p>What are the implications of that goal for you/the work area?            What have you done so far to improve things?            What is currently working towards you achieving this goal?            What is keeping you from doing that? What are some of the challenges?            What do you want to be different?            How can you best achieve this goal?            What do you think you could tackle first?            What is it that makes you uncomfortable about .....?            What are your capability development needs?</p>
<p>Explore the</p> <h1>OPTIONS</h1> <p>Tip: Focus here on helping people see the possible solution / way forward.</p>	<p>What options are there for you to achieve your goal?            What are the pros/cons of that option?            What could you do differently? What else?            If you knew you could do it, what would be the first steps?            What would make the most difference?            Who might help you? How could they help?            If you knew that you had all the skills necessary, what is the first thing you would do?            Which option do you think is the most viable?</p>
<p>Establish the</p> <h1>WAY FORWARD</h1> <p>Tip: Focus here on getting details around What, When, How, to enable action and follow through.</p>	<p>Of all the options you identified, which one appeals most to you?            How can the chosen option(s) be incorporated into your plan?            What are you going to do, to change this idea into an action?            What steps will you take and when?            By when do you want to .....?            What barriers will you face? How can you remove these barriers?            What support do you currently have? What support do you need?            How and when are you going to obtain that support?            What will you go away and do from today?            How committed are you to doing this? How confident are you on a scale of 1 to 10?</p>