



## The GROW Coaching Model

The GROW model (**G**oal, **R**eality, **O**ptions, **W**rap Up) is a robust conversational structure. It makes good intuitive sense and reflects the shape of any constructive conversation that is likely to lead to a high-value action. Broken down, it looks like this:

1. What is my goal given this problem issue or situation?
2. What is happening now in relation to this issue or situation?
3. What are the various options moving forward?
4. What is the one that is most likely to bring a positive outcome and what action is associated with it?

Just to test the GROW model, pause now to reflect on one messy situation you are facing at work or home. Run your mind over the steps above. You might already see that the GROW model has high utility. Below there are provided four sets of questions relating to the four stages of GROW. These are powerful questions that will assist people to get beneath the surface of difficult and complex problem situations. Go back to the messy situation you just thought about and try a few questions from each section. What happened?

The questions can be used flexibly within the GROW structure. They can also be modified to suit the context of the conversation. You will probably have already identified a few questions that you think might work for you. Highlight them as they will be your friends in difficult times.

The great advantage of this model is that it is simple to use. It can also be shared with your team. Without any outside assistance you can work with your team to practice GROW and embed it as standard practice for exploring thorny issues.

### **GOAL**

The aim here is to establish the goal of the conversation or coaching program. It requires that the 'Coachee' have an opportunity to tell the story around an issue and to deeply reflect on what is really the issue at hand. By the end of this 'phase', the Coachee should be motivated to achieving a goal that is consistent with his or her values, ethics, and long-term objectives. Keep in mind that in longer term coaching processes, goals are likely to shift. In the ever-changing environment of project management, this is very important to keep in mind! Working with emergent, changing goals is a natural part of coaching.

### G Questions

1. What would you like to discuss in this conversation?
2. What is important about this issue right now?
3. At the end of our conversation, what would you like to be different?
4. What are the consequences of not acting to change the situation?
5. Imagine you get exactly what you want – what is possible and what will things be like?
6. What other things concern you at the moment?
7. In one sentence, what defines your goal for this issue/situation?
8. On a scale of 10, how serious is the issue/situation?
9. Is this the goal you really want to focus on?
10. What needs to happen before you decide to do something about this issue?

### REALITY

Reality is where you check out what is currently happening in relation to the goal. The major aim here is to identify resources and opportunities for achieving your goals. Also, you can identify possible obstacles or limitations that need to be overcome.

### R Questions

1. What is happening now that is related to your goal?
2. What strengths, resources and capabilities do you have that you think will be most helpful to you in getting to a successful conclusion?
3. What is working at the moment?
4. What is not working?
5. Who are the major people involved? What are they saying about the issue/situation?
6. What are your main concerns?
7. How do you feel about what is happening?
8. What resources do you have to help you work on this issue (people, time, money, etc.)?
9. How badly do you want things to change?
10. Have a look at the goal you wrote down. Is it what you want?

## OPTIONS

The aim here is to brainstorm possible options and then to refine them into a series of realistic options from which you can select a pathway that will work for you. Initially, the idea is not to discount anything. Also, assume that there are going to be options you haven't thought of – so keep digging.

### O Questions

1. What options are possible to move this forward?
2. What is the most 'way out' option you can think of?
3. What is one more option we haven't discussed yet?
4. Who is someone you trust that would have a good idea? If he or she was here, what would their suggestion be?
5. Have you been in a similar situation before? What worked then?
6. What do you know won't work?
7. If our roles were reversed, what suggestion would you give me?
8. From our discussion, what options emerge that are realistic? What are the pluses and minuses of each?
9. Which options might cause you long-term grief?
10. Of the options, which would be most attractive to the other key people in the situation?

## WRAP UP

The idea here is to come to the point where you can act. The first three elements are mostly about reflection. Reflection without action leaves you in the same place you started. Use the SMART goal model below to ensure you are on the right track.

### W Questions

1. Of all the options, which seems to give you the best chance of achieving what you want?
2. Which way forward is the most exciting?
3. What is the first thing you need to do?
4. What conversations do you need to have to move this along?
5. How are you going to plan this so you get the outcome you want?
6. What obstacles are there to you achieving what you want?

7. What one thing do you know about yourself that gives you confidence that you are going to get a good outcome?
8. What are you committed to doing?
9. On a scale of 1 to 10, how confident are you that you can get a good outcome? What can you do to raise that to a higher level?
10. If everything works out as you want, what is REALLY possible here – looking long term?



Specific	Measurable	Attainable	Relevant	Time-Bound
Make sure your goals are focused and identify a tangible outcome. Without the specifics, your goal runs the risk of being too vague to achieve. Being more specific helps you identify what you want to achieve. You should also identify what resources you are going to leverage to achieve success.	You should have some clear definition of success. This will help you to evaluate achievement and also progress. This component often answers how much or how many and highlights how you'll know you achieved your goal.	Your goal should be challenging, but still reasonable to achieve. Reflecting on this component can reveal any potential barriers that you may need to overcome to realize success. Outline the steps you're planning to take to achieve your goal.	This is about getting real with yourself and ensuring what you're trying to achieve is worthwhile to you. Determining if this is aligned to your values and if it is a priority focus for you. This helps you answer the why.	Every goal needs a target date, something that motivates you to really apply the focus and discipline necessary to achieve it. This answers when. It's important to set a realistic time frame to achieve your goal to ensure you don't get discouraged.