

## TOOL DESCRIPTION

# Grow Model



The **Grow Model** is a coaching framework designed to facilitate goal-setting and problem-solving. By guiding clients through the process of defining their goals, exploring reality, identifying their options, and setting Will, it empowers them to achieve both personal and professional growth.

### How can you use the Grow Model?

You can use the Grow Model to prepare to have conversations with your employees. By reaching agreements together by the end of the conversation, you greatly increase the likelihood that the conversation will be effective.





Even if you do not have an explicit coaching conversation, you can use the Grow Model as a basis for goal setting and problem-solving processes or as a guide for meetings.

### The Grow Model suggests designing coaching conversations in 4 phases:

- Goals
- Reality
- Options
- Way forward

<b>Duration</b> 45 min – 1 h	<b>Participants</b> no restriction	<b>Facilitation</b> printed out templates
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# GROW Model | Process

<b>Input coaching</b> approx. 5 min 	<b>Input Grow Model</b> approx. 5 min 	<b>Coaching session</b> approx. 25 min per person 	<b>Evaluation</b> approx. 20 min 
<p>“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” – <i>Jack Welch</i></p> <p>How to be an effective coach:</p> <ul style="list-style-type: none"><li>• Enabling your own solutions: Leading with questions, setting a framework that the other person fills with their own suggestions and ideas, finding your own solutions and approaches.</li><li>• Encourage independence: Giving responsibility, encouraging independent work, decision-making and problem-solving.</li><li>• Developing people: Supporting employees to develop their potential.</li></ul>	<p>The Grow Model suggests designing coaching conversations in 4 phases:</p> <ul style="list-style-type: none"><li>• Goals: What do you want to achieve? Where do you want to go?</li><li>• Reality: Where do you stand? What is happening now? What is the ACTUAL situation?</li><li>• Options: What could you do to change the situation? What possibilities do you have?</li><li>• Way forward: What's next? What are your next steps?</li></ul>	<p>Coaching in pairs to address a selected concern:</p> <ul style="list-style-type: none"><li>• A coaches B on a case/event that B wants coaching on – 20 min.</li><li>• A and B reflect on the coaching by discussing the following points:<ul style="list-style-type: none"><li>– How much of an outcome was achieved?</li><li>– Where were turning points?</li><li>– What was helpful/less helpful for the result?</li></ul></li></ul> <p><b>TIP:</b> If trios are necessary due to the number of workshop participants, one person acts as an observer for the first part of the exercise, and the reflection is performed in trios.</p>	<p>Guiding questions for the evaluation:</p> <ul style="list-style-type: none"><li>• Coachee / Coach:<ul style="list-style-type: none"><li>– How did I experience the coaching?</li><li>– How effective did I think the coach was?/How effective was I as a coach? Self-assessment?</li><li>– What was helpful?/What would I do again?</li><li>– What was less helpful (or even hindered me)?/What would I do differently?</li><li>– (What could/should my coach have done differently?)</li></ul></li><li>• Observers:<ul style="list-style-type: none"><li>– What did I notice?</li><li>– How did the coaches act?</li><li>– What did they try to do to improve performance?</li><li>– How well did the coaches listen? How much did the coachees talk?</li></ul></li></ul>

# GROW Model | Questions

## 1. GOAL – what do you want to achieve

- What is your concern? What is it about?
- What do you want to achieve in the topic (goal)?
- How would you know that you are on the right track?
- How important is the issue to you on a scale of 1–10?
- What would others wish for in this situation?

## 2. REALITY – where are you now

- How would you describe the current situation?
- On a scale of 1-10: How far are you toward reaching your goal?
- What have you tried, has it worked well, and what has not worked so well?
- How would others describe the situation? (circular question)

### What do Grow Model questions look like?

In the Grow Model process, questions are used as an instrument to encourage the counterpart to engage in a topic and to help them develop self-efficacy. Open or closed questions are used to reach a target.

## 3. OPTIONS – your possibilities for action

- What could you do to change the situation?
- What to do more of, less or what to start doing?
- Who could help you to find a solution?
- Do you want suggestions from me?

## 4. WAY FORWARD – your next steps

- What would be the next concrete, small, helpful step?
- When exactly would you like to take it?
- What could help you to do this?

### How can you use the questioning techniques?

Have the courage to ask questions and thus stimulate your employees' independent thinking – even if you feel unsure at first. Asking the right questions takes practice. Take the set of sample questions as a possible toolbox at your disposal – choose your own questions that seem helpful to you.