

# HOW TO DEVELOP YOUR TEAM



The GROW model is a framework you can use to coach your team. Whether it's an 'in the moment' problem that someone brings to you or a poor performer that requires long term coaching, GROW will help you structure the conversation to get maximum buy in.



© Real Learning Limited 2020

## 1 GOAL

- Agree what success looks like
- Question them to uncover what they want to achieve
- Ask first, then tell

*"What do you want to achieve?"*

*"What does success look like?"*

*"What would be the impact on you, customer or business if you achieve this?"*

## 3 OPTIONS

- Brainstorm all the different ways they could reach the goal
- Encourage as many ideas as you can

*"What are the different ways you could approach this issue?"*

*"What else?"*

*"What advice would \_\_\_\_ give you?"*

## 2 REALITY

- Agree where they are at the moment and how they've got there
- Make sure you have agreement before moving to the next step

*"So, where are you at now?"*

*"What is happening now?"*

*"What would be the impact if you keep doing what you're doing?"*

## 4 WAY FORWARD

- Ensure they make some progress towards achieving the goal
- Nail down what steps they will take, how and by when
- Let them write their action plan

*"Ok, so what you are going to do is..."*

*"What support do you need to make this happen?"*

*"What's the very first step you need to take?"*



### Before the conversation:

- Book a time to meet, tell them what it's about and what they need to do to prepare
- Book a room or find a quiet place for the conversation
- Go through the GROW model and think about some starter questions you might use during the conversation

### During the conversation:

- Actively listen and show them you're listening, give them your full attention
- Ask a mix of open and closed questions
- Allow them to come up with options
- Guide them when selecting from those ideas
- Tell them exactly what will happen next, what they need to do and what you will do
- Tell them when you will meet again and what you want to have happened by the time that meeting happens

### After the conversation:

- Send out an invite to the next meeting and book a room
- Do whatever you said you would do
- Check in with the person informally to see how they are doing – prior to the next meeting
- Use your GROW structure to plan the next conversation