

GROW YOUR TALENT: USING THE GROW MODEL FOR COACHING CONVERSATIONS

SCENARIO:

John has been working with the company for several years, he is 52 years of age and is regarded quite well, and his work would usually be of a high standard. Lately, he has been quiet and gets lost in insignificant project details. He is disinterested and generally unmotivated in the office and other people have commented on this too. He is not contributing at meetings and not using his skillset. You, as his manager and coach, are due to have a meeting with John as part of the company's talent management process.

In getting started for your session, consider the following:

DO	DON'T
<ul style="list-style-type: none"> • Prepare for the meeting • Get some feedback on what has gone well/ not gone well for John • Be curious • Have a mind-set of wanting to help John get "unstuck" • Use the information you know to prepare • Reference your previous meeting notes in advance to get some hints and tips based on what you know... 	<ul style="list-style-type: none"> • Make assumptions about the reason for underperformance • Rely solely on other people's comments and opinions about John – remain open minded • Go into the meeting unprepared • Criticise or compare John's performance to how it was previously • Give John the impression he is being discussed in the office • Avoid phrases like <i>"We've all been there"</i>, <i>"That's happened to me. This is what I did"</i> or <i>"Snap out of it"</i>

SUGGESTED CONVERSATION

- Know what “good” looks like from a performance perspective for John and compare that to his performance now. Understand what has changed
- Plan to ask questions such as “When you are feeling motivated, what are you working on?”
- Who are you working with? What about that do you enjoy?
- Words such as “stuck” and “disinterested” are clues. Consider the types of questions that could unlock this behaviour and makes a note of some of them in case they are needed
- Reflect on the support he has provided or made available to John over the last few months to ensure they have been offered and appropriate
- Consider what projects/roles are on the horizon that may appeal to John
- Note: Pre-prepared questions and ideas should only be introduced in the session if appropriate.

SUGGESTED CONVERSATION

Coach: *John, we are meeting today as the next scheduled checkpoint in your personal development plan, check in with how things are going and work together on something you might want to move forward with. How are things going now?*

Commentary:

- Outlines the purpose of the meeting.
- Ask an open question to get John talking.

John says things are going “okay” but the coach can tell that there is more to be said by reading John’s body language.

Commentary:

This is a key moment in the coaching session and an opportunity for the coach to build trust and gain further understanding.

Coach: *Just, Okay? Tell me more about why that is the case.*

Commentary:

- Reads non-verbal cues
- Uses John’s language to respond showing empathy.
- Uses another open question
- Creates a “safe environment”
- Conveys interest by using body language to encourage John to share more – eye contact, nodding
- Active Listening

John opens up about feeling overlooked and unchallenged at the moment.

Commentary:

Using the GROW model the coach works through the various stages with John, adapting the questions accordingly.

Coach: *If I understand what you’ve said correctly, you feel underutilised at the moment and a little bored. It’s not that you are not busy, but the work is boring, is that correct? [John confirms] Okay, let’s focus on solving that today. What I am hearing*

Commentary:

- Empathises with Coachee
- Checks understanding
- Moves to the GOAL `Establishes objective for session Starts to define success

Coach:

- Thinking about your current role, describe exactly what about it bores you or is uninteresting?
- At what point is it at its worst?
- How is that affecting you?
- What is the impact on the team?
- What solutions have you tried so far to change things?
- Have you ever felt like this before, if so when and what are the similarities? What action did you take then?

Commentary:

- Moves to establish how things are now - REALITY

Coach:

- If you could change anything at the moment, what would it be and why? • What other ideas do you have?
- Have you considered X?
- If you could try any other role or project, what would it be? What excites you about that?
- How could you introduce elements of that to your current role?
- Where would you like to be in a year?
- Who on the team, do you think, might find these elements more interesting than you do? Who would find them challenging?

Commentary:

- Moves to explore OPTIONS available
- Introduces the future projects that are coming up
- Asking about projects that spark an interest may unblock John
- Asks questions to find out about ambitions John may have that he hasn't disclosed.
- Identify opportunities for growth or stretch for John

Coach:

- What action do you need to take now and when to make that happen?
- What support do you need from others to make that happen?
- How will you gain that support?
- When would you like to meet again?
- What will progress look like for you between now and then
- So, what we have agreed is..?

Commentary:

- Moves to the Way Forward
- Looks for ideas, commitment, and action from John
- Summarises the next steps

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