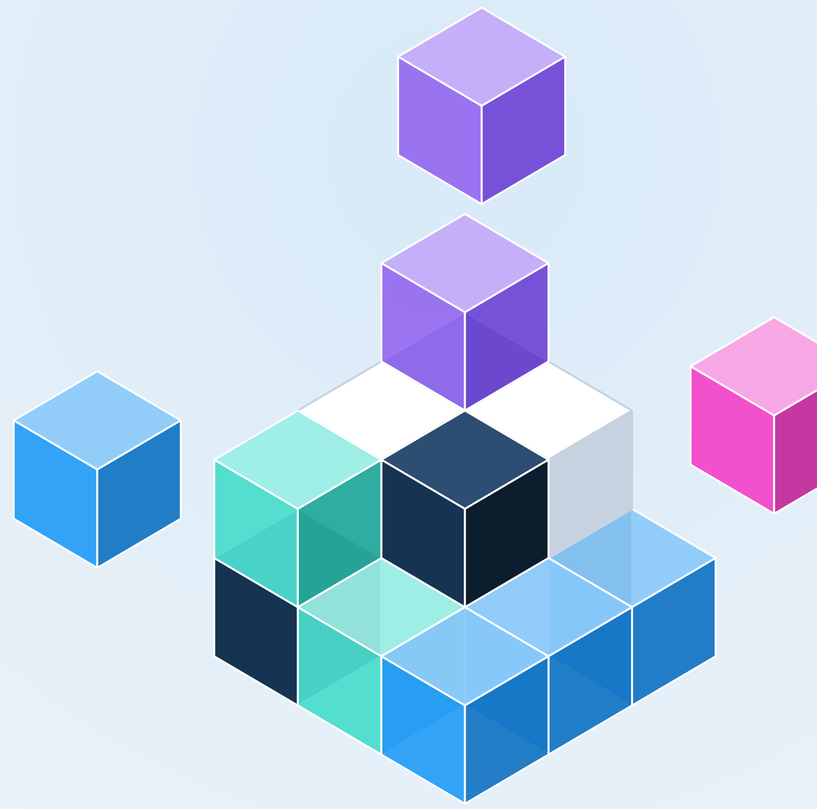
LEADERSHIP & PEOPLE

Coaching with GROW

GROW is a simple structure for coaching conversations: clarify the Goal, explore the current Reality, generate Options and agree the Will to act.



01 THE CORE MODEL

FOUR STAGES · ONE COACHING CONVERSATION

01 G — Goal

What do you want to achieve? What would success look like?

→

02 R — Reality

Where are you now? What have you tried, and what happened?

→

03 O — Options

What could you do? What else? What would someone else try?

→

04 W — Will

What will you do, by when? How will we know it worked?

- **Coaching** — Helping someone find their own answers through questions.
- **Open question** — A question that cannot be answered with yes or no.
- **Commitment** — A specific next step with a date, chosen by the coachee.

02 COACH OR TELL

Telling is faster today; coaching builds capability for tomorrow.

TELLING ——— COACHING

GIVING ANSWERS

- \+ Fast in a real emergency
- − The team depends on the leader
- − Little ownership of the solution

COACHING WITH GROW

- \+ People learn to solve problems
- \+ Ownership of the chosen action
- − Takes time and patience

03 WORKED EXAMPLE

TEAM LEADER COACHING AN OPERATOR ON PRESS SCRAP

GOAL — Halve scrap
in four weeks, own target

→

REALITY — Scrap at start-up
first parts after a change

→

OPTIONS — Three ideas
checklist, preheat, gauge

→

WILL — Try preheating
from Monday, review Friday

04 MANAGEMENT TAKEAWAYS

01 — Ask, do not tell

Hold back your solution; the best ideas often come from the coachee.

02 — Stay long in Reality

Most weak actions come from skipping a clear view of the facts.

03 — End with a commitment

Close with what, by when and how progress will be checked.

05 COMMON MISTAKE

LIMITATION — Disguised instructions

"Have you thought about doing X?" is telling with a question mark. Ask open questions and accept the answer.