

# SPOTLIGHT: A MODEL IN ACTION

Structuring the Conversation

**COACHING CONVERSATIONS**



I like to use the GROW model to help frame a coaching conversation. It's simple and intuitive. With practice, it can become second nature for how you engage and guide employees. Managers can use the GROW model to help employees solve problems, establish and reach career goals, address issues or simply make better decisions.

**Coats, C, (2018)**

## INTRODUCTION

This Spotlight is one of a series of Spotlights to support the Institute's 'Coaching Conversations', an accredited Institute of Leadership and Management product that recognises coaching both as an invaluable tool for any leader or manager, and for developing your ability to support your colleagues in the workplace or those you may meet in a voluntary capacity.

This Spotlight provides a transcription of 'The Grow Model in Action' (0:52 – 5:01): the coach supports the team member to stretch her thinking through a structured series of questions, to arrive at a preferred option to take forward.

## REFERENCES

Coats, C., (2018). How To Have Coaching Conversations That Ignite And Engage People <https://www.forbes.com/sites/forbescoachescouncil/2018/04/16/how-to-have-coaching-conversations-that-ignite-and-engage-people/#588899501c95>

The Institute of Leadership & Management, (2019). Coaching Essentials: Structuring the Conversation

Wilkinson, D., (2012). The GROW model in Action, <https://youtu.be/6f3X2PEsV-Q>

## 'The Grow Model in Action' (0:52 – 5:01)

### COACH

### TEAM MEMBER

	<ul style="list-style-type: none"><li>– Right, so, I've got a nine- to ten-page report, that's going to take about half a day to do and it has to be done by a week on Friday.</li></ul>
<ul style="list-style-type: none"><li>– Ok so that sounds quite a lot, considering what you've got on. Just tell me a bit about how your week is at the moment, what's going on for you?</li></ul>	<ul style="list-style-type: none"><li>– It's crazy, I've got Monday and Tuesday I'm out doing team building, with groups of people all over the place, Wednesday I've got a meeting in Barnstaple in the morning, Tibberton in the afternoon, that means I don't even get into the office until Thursday, and then of course when I get in there I'll have all my emails and my phone calls and things to do. Plus, my line manager wants to see me. So, I can't even see myself getting this started until Thursday afternoon at the very earliest, and that's too late, I'm going to be so stressed.</li></ul>
<ul style="list-style-type: none"><li>– That does sound pretty tight for time, I have to say.</li></ul>	<ul style="list-style-type: none"><li>– It is.</li></ul>
<ul style="list-style-type: none"><li>– Ok so why don't we just think about all the possible options of ways that you could potentially achieve this. Now it could be crazy options, it doesn't mean now you're going to have to follow through with all of them. We just want to get all of the different possibilities out on the table. So, start off by telling me what are the possible things you could do to get this done.</li></ul>	<ul style="list-style-type: none"><li>– Well I suppose I could not do the report, that would be nice. I don't think that would go down very well though.</li></ul>
<ul style="list-style-type: none"><li>– Right. What else?</li></ul>	<ul style="list-style-type: none"><li>– Well I suppose I could ask my boss to put back the deadline. And, again I don't think that would look very good.</li></ul>
<ul style="list-style-type: none"><li>– Ok so, put back the deadline, I'm just going to note them down as we go through. Ok.</li></ul>	<ul style="list-style-type: none"><li>– What else could I do? Ok, I've got the meetings on Wednesday, I could either cancel one, or I could see if I could get somebody to cover for me. In fact my colleague might be able to cover for me on the one in the afternoon in Tibberton. That might be possible.</li></ul>
<ul style="list-style-type: none"><li>– So, you could cancel a meeting or get your colleague to cover. Ok so what else could you do?</li></ul>	<ul style="list-style-type: none"><li>– Well I suppose I could get somebody else to write the report for me. But by the time I've explained it to the person and shown them what to do, I probably could have done it myself in the first place. I'm not sure that would really be much use to me.</li></ul>
<ul style="list-style-type: none"><li>– No, ok, but an option. So, you could get someone else to write it. Ok, one more?</li></ul>	<ul style="list-style-type: none"><li>– One more. I could take the report home, and do it in the evening, but actually that wouldn't be very popular with my family. Because I've made a commitment not to do that anymore. But I could do that.</li></ul>
<ul style="list-style-type: none"><li>– So, as an option it's possible, you could take the report home to do in the evening. Ok. So, I'm just going to go back over some of the options you've come up with and summarise back again, ok? So you could not do the report at all, alright, you could get someone else to write it for you, you could ask your boss to extend the deadline, possibly, you could maybe cancel your meeting on Wednesday afternoon or get your colleague to cover for you, which would give you some time, and then there is the option of taking it home but obviously that affects your work-life balance and that isn't good for you and your family. So out of those options, which one seems the most realistic for you to take forwards?</li></ul>	<ul style="list-style-type: none"><li>– I quite like the idea of cancelling or getting my colleague to stand in for me on my meeting on Wednesday afternoon.</li></ul>