An Introduction to The GROW Model

How to use The GROW Model for leadership success

The Grow Model

G= GOAL
R = REALITY
O = OPTIONS
W= WILL

Goal
What is the goal?

Way Forward
What are you willing to do?

Reality
What is the current situation?

Options
What are your options?

What is The GROW Model?

The GROW Model can be used to structure a coaching session either with yourself, one of your team members, or your team as a whole. It can be utilised any time you have a problem or challenge to overcome to facilitate and encourage sound problem solving approaches.

A useful metaphor for The GROW Model is the plan you might make for an important journey. First, you start with a map. With this, you help your team member decide where they are going (their Goal) and establish where they currently are (their Current Reality). Then you explore various ways (the Options) of making the journey. In the final step, establishing the Will, you ensure your team member is committed to making the journey and is prepared for the conditions and obstacles they may meet on their way.

OPEN questions should mainly be used.

Open questions begin with:

What...?
Where...?
How...?
When...?
Who...?

(But not "why" since it often implied criticism and evokes defensiveness.)

CLOSED Questions lead to yes or no answers so use sparingly.

Did you...?
Do you...?
Have you...?
Is...?
Can...?
Will...?
Would...?

Suzi McAlpine
The Art of Leadership

How do I use it?

1. Establish the Goal:

First, you must define and agree upon the Goal or outcome to be achieved. Try to define a goal that is specific, measurable and realistic.

In doing this, it is useful to ask questions like:

- "How will you know that you have achieved that goal?"

- "How will you know the problem is solved?"

- "What will it look like when we get to where we want to be with this?"

2. Examine Current Reality:

Next, describe the Current Reality. This is a very important step. Too often, people try to solve a problem without fully considering their starting point, and often they are missing some of the information they need to solve the problem effectively.

As you describe the Current Reality, the solution may start to emerge.

Useful coaching questions at this point may include:

- "What is happening now?"

- "What is the question I need to ask you now?"

-

- "What is the question you don't want me to ask you now?"

- "What, who, when, how often"

- "What is the effect or result of that?"

3. Explore the Options:

Once you have explored the Current Reality, it's time to explore what is possible – meaning, all the many possible Options you have for solving the problem. Generate as many good options as possible, and discuss these.

If you are doing it with your team, by all means, offer your own suggestions. But let your team member(s) offer his or hers first, and encourage them to do most of the talking.

Typical questions used to establish the options are:

- "What else could you do?"

- "What if this or that constraint were removed? "

- "What are the benefits and downsides of each option?"

- "What factors will you use to weigh up the options?"

- "What advice would you give to someone in your same situation?"

- "What do you think I would advise you to do?"

4. Establish the Will:

By examining Current Reality and exploring the Options, you will now have a good idea of how you can achieve the Goal. That's great – but in itself, this may not be enough! So your final step is to commit to specific action. In so doing, you will establish your Way Forward.

Suzi McAlpine
The Art of Leadership

Useful questions:

- "So what will you do now, and when?

- "What could stop you moving forward?"

- "And how will you overcome it?"

- "Will this address your goal?"

- "How likely is this option to succeed?"

- "What else will you do?"

- "What needs to happen before you will do something about your situation?"

Tip: Practice by coaching yourself

A great way to practice using the model is to address your own challenges and issues. When you are 'stuck' with something, you can use the technique to coach yourself.

By practicing solving your own challenges and issues, you will learn how to ask the most helpful questions.

Duplicate this process by encouraging your team and organisation to download this free resource, and help others to experience the benefits of utilising The GROW Model - a simple and highly effective leadership technique.

Background Information - About Suzi

Suzi McAlpine has over 15 years experience working with CEO's and C-Suite teams to grow leadership potential. She is the author of the award winning blog, The Leader's Digest.

Suzi McAlpine
The Art of Leadership