

Using the GROW Model for Coaching and Development

Structured guidance and tailored questions for using the GROW model across three focus areas: **Objective Setting**, **Personal Development**, and **Career Development**.

How to Use the GROW Model

1. **Goal:** Clarify what the employee wants to achieve.
2. **Reality:** Understand the current state and challenges.
3. **Options:** Explore possible paths forward.
4. **Way Forward:** Commit to actionable next steps.

GROW Model Question Bank

GROW Stage	Objective Setting	Personal Development	Career Development
Goal	- What specific outcome do you aim to achieve this year?	- What skill would you most like to improve?	- What is your ideal career trajectory in 3-5 years?
	- How does this align with team or organisational goals?	- What makes this skill important to your role or goals?	- What role do you see yourself in within the organisation?
	- What does success look like, and how will we measure it?	- What would success in this area look like to you?	- What impact do you want to make in your career?
Reality	- What progress have you made on this goal so far?	- Which of your strengths support this development goal?	- What experiences have helped prepare you for the next career step?
	- What challenges have you encountered?	- What feedback have you received about this skill?	- What gaps might you need to address to achieve your long-term goals?
	- How does your current workload or	- What's currently holding you back from	- What internal or external factors are

	focus impact this objective?	developing this skill further?	influencing your career goals?
Options	- What steps could you take to meet this objective?	- What opportunities (e.g., training, mentorship) could help you grow?	- What roles, projects, or assignments could align with your aspirations?
	- What resources or support would help you achieve this?	- What alternative approaches could help you develop this skill?	- What options could broaden your experience in your chosen field?
	- Are there other priorities that might influence this?	- How can I or others support your growth?	- If you could try something new, what would it be?
Way Forward	- What is your first step toward achieving this goal?	- What will you commit to doing in the next month to build this skill?	- What is one action you will take now to move closer to your career goal?
	- How will you stay accountable to this goal?	- What resources or support do you need to get started?	- Who can support or mentor you in achieving this career goal?
	- How will we review and adapt as needed?	- When should we check in to review your progress?	- How will you measure your progress toward this career aspiration?

Best Practices for Managers

- **Goal:** Spend time ensuring the goal is clear and aligned with organisational or personal priorities.
- **Reality:** Use empathy and active listening to understand the full context. Challenge assumptions when needed.
- **Options:** Encourage discussion without offering solutions too quickly. Explore feasibility and potential impacts.
- **Way Forward:** Ensure commitments are actionable, realistic, and owned by the employee.