

Adaptive Leadership Coaching Guide Using the GROW Model

Purpose: This guide helps managers conduct structured conversations to:

- Delegate tasks successfully
- Agree on appropriate leadership support levels
- Align communication styles with MBTI preferences
- Set clear expectations and success measures

Pre-conversation preparation before the conversation, consider:

- The task/project requirements
- Your initial assessment of the team member's development level
- Their MBTI preferences and working style
- Potential leadership approaches that might work best
- Any previous patterns or experiences to draw from

Remember the following MBTI style considerations

- N: Be sure to focus on big picture, long range outcomes and future possibilities
- S: Emphasise concrete details and practical steps, share the process or agenda
- T: Discuss logical outcomes and measures and gain agreement on defined results
- F: Explore links to personal impact and values and check in about the experience and how to ensure it is positive
- J: Ensure clear milestones and deadlines and provide support with any reevaluation or changes
- P: Allow for more flexibility in approach and provide support with timelines and follow-up
- E: Allow discussion of ideas openly and plan for further discussions and verbal check-ins
- I: Provide time for reflection, give space to ask questions and communicate in writing in advance

GROW Conversation Structure

1. GOAL

Purpose: Establish clear objectives and success criteria while understanding personal motivations

Key Areas to Explore	Example Questions
<ul style="list-style-type: none"> • Task/project specific objectives • Quality/performance standards required • Timeline expectations • Personal development opportunities • Connection to broader team/organisational goals 	<ul style="list-style-type: none"> • "What do you understand as the key deliverables for this project?" • "What aspects of this task interest you most?" • "What does success look like for you in this project?" • "How do you see this fitting with your development goals?" • "What timeframe is realistic?"

2. REALITY

Purpose: Assess current capability and confidence levels to determine appropriate support needs

Key Areas to Explore	Example Questions
<ul style="list-style-type: none"> • Current knowledge/skill level • Previous relevant experience • Confidence and commitment level • Potential barriers or concerns • Available resources and support 	<ul style="list-style-type: none"> • "What similar tasks/projects have you worked on before?" • "How confident do you feel about each aspect of this work?" • "What parts do you think might be challenging?" • "What support or resources do you think you'll need?" • "What's your honest assessment of your readiness for this?"

3. OPTIONS

Purpose: Explore and agree on leadership style and support approach

Key Areas to Explore	Example Questions
<ul style="list-style-type: none"> • Preferred working style • Communication preferences • Check-in frequency • Decision-making authority • Support resources needed 	<ul style="list-style-type: none"> • "How do you prefer to be supported in this work?" • "What type of check-ins would be most helpful?" • "How much direction would you like vs. figuring things out yourself?" • "What's worked well for you in similar situations?" • "How can we handle questions or issues that come up?"

4. WAY FORWARD

Purpose: Create clear agreements and action plans

Key Areas to Explore	Example Questions
<ul style="list-style-type: none"> • Agreed objectives and timelines • Success measures • Leadership style and support approach • Communication plan • Check-in schedule • Decision authorities • Issue escalation process 	<ul style="list-style-type: none"> • "Let's confirm the key milestones and dates we've agreed?" • "How and when will we check in on progress?" • "What decisions can you make independently vs. need input on?" • "How will we know if the support level needs adjusting?" • "What's our plan if challenges arise?"

Example Support Agreement Template

Task/Project: [Description] **Timeline:** [Start date - End date]

Key Deliverables:

1. [Deliverable 1] - Due: [Date]
2. [Deliverable 2] - Due: [Date]
3. [Deliverable 3] - Due: [Date]

Success Measures:

1. [Measure 1]
2. [Measure 2]
3. [Measure 3]

Communication Plan:

- Check-in Frequency: [Daily/Weekly/etc.]
- Format: [Face-to-face/Email/etc.]
- Standing Agenda: [Key points to cover]

Decision Authority:

- Independent Decisions: [List areas]
- Consultation Required: [List areas]
- Escalation Process: [Process]

Support Resources:

- [Resource 1]
- [Resource 2]
- [Resource 3]

Review Points:

- First Review: [Date]
- Style Assessment: [Date]
- Progress Milestone: [Date]

Follow-up Best Practices

1. Document agreements promptly
2. Share written summary with team member
3. Monitor early progress
4. Be ready to adjust support level
5. Celebrate early wins
6. Address concerns quickly
7. Regular check-ins on support success
8. Keep coaching notes

Common Pitfalls to Avoid

1. Skipping agreement of support needed
2. Applying your default style
3. Unclear success measures
4. Insufficient documentation
5. Lack of monitoring/ check-ins
6. Inconsistent communication/ support

Remember: This is a flexible framework - adapt it to your style and the specific situation while maintaining the core structure and principles.