

# The GROW Coaching Model

...a guide, not a prescription

## Examples of Effective Questions

## Tips

Examples of Effective Questions	Tips
<p><b>GOAL</b>  <b>Goals for the session and Goal for the specific issue to be discussed</b></p> <ul style="list-style-type: none"> <li>• What's the problem you want help with? ... Why is this issue important to you?</li> <li>• What is the aim of this discussion? ... What is our "SMART" goal for this session?</li> <li>• What role do you want me to play in this session?</li> </ul>	<ul style="list-style-type: none"> <li>• Start broad; then narrow it following the interest and energy of the coachee.</li> <li>• Stress you will be asking questions to help them think it through, not giving "the answer."</li> <li>• Ensure you are comfortable with the doability of the goal and your role.</li> </ul>
<p><b>REALITY</b>  <b>What is happening now; the background context</b></p> <ul style="list-style-type: none"> <li>• What do I need to know about the context for me to be helpful?</li> <li>• What's the real problem? ... 5 why's about why it's a problem</li> <li>• Who else is involved, directly or indirectly?</li> <li>• If things aren't going well, what happens to you or others?</li> <li>• What is your sense of the obstacles?... What is holding you back?</li> <li>• Is our goal for this conversation still valid?</li> </ul>	<ul style="list-style-type: none"> <li>• The purpose is to raise their awareness, not make you the expert about their situation.</li> <li>• Never assume.</li> <li>• Encourage self-assessment, perhaps on a scale of 1-10.</li> </ul>
<p><b>OPTIONS</b>  <b>What the person could / might do</b></p> <ul style="list-style-type: none"> <li>• What have you already tried?</li> <li>• What else might you do? ... "Tell me more."</li> <li>• What has worked in similar situations for you?</li> <li>• What might an expert on this kind of issue advise/do?</li> <li>• What if you were 'them'? ... What could cause you to change?</li> <li>• What if you had more time/money/power? ...What would you try?</li> <li>• What if things were 'perfect' ... What would it be like?</li> <li>• Would you like other suggestions from me?</li> <li>• What are the consequences or pro's &amp; con's of each suggestion?</li> </ul>	<ul style="list-style-type: none"> <li>• Listen actively; making a list of the options.</li> <li>• Avoid "Why?" - use "what reasons...?"</li> <li>• Don't stop searching for ideas when the first workable one appears. Often the best ideas come 2nd, 3rd ... or 10th.</li> <li>• When you are sure the coachee has no more ideas, ask for one more.</li> <li>• Don't play '20 questions" - if the coachee really wants and needs an idea from you, give it ... and then ask for more of theirs.</li> </ul>
<p><b>WHAT / WILL / WHEN / WHO</b>  <b>What the person will commit to doing</b></p> <ul style="list-style-type: none"> <li>• Which of the options do you prefer? ... Can several be combined?</li> <li>• What are your first steps? When?</li> <li>• What obstacles could you face? ... How might you overcome them?</li> <li>• What resources and support do you need? ... How will you get them?</li> <li>• How committed are you, on 1-10 scale? ... What would need to happen to make it a 10?</li> <li>• Was this session useful? ... How could it work better next time?</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure they select the option, not you, to assure their commitment to the action plan.</li> <li>• Congratulate them on their plan.</li> <li>• Arrange a follow-up, if appropriate.</li> </ul>

John Whitmore, "Coaching for Performance," 2002