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# Table of GROW Stages and Questions

| **GROW Stage** | **Purpose** | **Questions to ask** |
| --- | --- | --- |
| **Goal** | The Goal stage is determining or stating the outcome of the conversation.  These questions can be asked during a conversation, or reflected upon individually. | * What goal are you trying to achieve? * Which competency would you like to work on? * What problem/challenge are you trying to resolve? * What would you like to talk about? * What skill are you trying to improve? * What would you like coaching on? * What do you want to achieve from this conversation? * What does your ideal outcome look like? |
| **Reality** | The Reality stage is understanding what is currently happening, what obstacles exist, and what has been done so far to reach the stated goal or aim.  This stage helps to determine how far away the current reality is from the goal or aim, and what needs to be done to bridge that gap. | * Tell me more… * What is happening now or has happened so far? * What’s working? What’s not working? * Where do you feel stuck? * If things don’t change, what will likely happen? * What have you tried? What haven’t you tried? * What skills/knowledge do you have that will help achieve your goal? * How have you seen improvement? * What is the greatest obstacle you are facing? * What resources are available? * What is behind the resistance? * What are the time constraints? |
| **Options** | The Options stage is for exploring all the different avenues or ideas available to achieve the desired outcome. | * What ideas do you have? * What else could you try? * What have you done in similar situations? * What are the pros/cons of these actions? * Which actions will have the greatest impact? * What could you do differently? * What helps you overcome obstacles or challenges? * What would you like to do more of or less of? * What resources are available? |
| **Will** | The Will stage is determining what the next steps are based on the options presented, what resources are available and what is required of one or all parties in the conversation. | * What do you think is the first step? Next step? * What support might you need? How and when will you enlist that support? * What is the best way for us to follow up on this? * What support can I provide? * What might get in the way? * When will we check in again? * Who can you use as a resource? * What are the milestones for this goal? * When would you like to accomplish this? |

# Plan for a GROW Conversation

Use the framework below to plan out your conversation. For examples, see the (link) sample GROW frameworks at the end of the document. Refer to this document during the conversation.

| **Stage** | **Questions to ask yourself/others**  *Brainstorm the different questions you can ask.* | **Response and notes**  *Enter their response and any feedback or follow-up notes* |
| --- | --- | --- |
| **Goal**  *What’s the outcome?* | 1.  2.  3. |  |
| **Reality**  *What is currently happening?* | 1.  2.  3. |  |
| **Options**  *What are the different ideas that could help achieve the outcome?* | 1.  2.  3.  4.  5. |  |
| **Will**  What will you do? What are next steps? | 1.  2.  3. |  |

# Sample GROW Frameworks for Conversations

## Sample Conversation 1: Giving Upward Feedback

In this sample, GROW is used to reflect on your experiences to prepare to bring upward feedback. There are opportunities to provide upward feedback in the “Manager Accountability” feedback question in STEP. Giving upward feedback can be challenging. GROW can help frame the conversation.

| **Stage** | **Questions to ask yourself** | **Response and notes** |
| --- | --- | --- |
| **Goal**  *What’s the outcome?* | 1. What single change could have a positive impact on me? The team?  Use your answer to help frame the “goal” of the feedback conversation. | Describe the change here. Some examples:   1. *I’d like to talk about sending nighttime emails.* 2. *I’d like to discuss our team meeting agendas.* 3. *I’d like to talk about scheduling 1:1s.* |
| **Reality**  *What is currently happening?* | 1. What is an example of this behavior in action?  2. How did this impact me? | Give an example or context about how the behavior impacts you.   1. *I notice I receive emails from you late at night. I want to be highly responsive but cannot respond at this time.* 2. *I notice we often do not have time to discuss all of our agenda items. I find it helpful to get team input and want to be sure we have time to cover everything.* 3. *Having consistent weekly 1:1s with you helps me to prioritize and get your input on critical tasks.* |
| **Options**  *What are the different ideas that could help achieve the outcome?* | 1. What else can we try?  2. What can you do differently? | Here, you can invite their input into finding a solution, while offering some ides of your own.   1. *What is an alternative to this? Perhaps delay delivery?* 2. *What are some ways we can all keep better track of time? Is there something we can try out on a trial basis?* 3. *What is a time we both consistently have available? Maybe we can get creative… shorten our time to 30 minutes and a 10 minute check in at the end of the week?* |
| **Will**  What will you do? What are next steps? | 1. Which idea will we try?  2. When will we implement our idea? | Mutually agree to the next steps based on the options given.   1. *Thanks for being flexible and trying to send emails at a different time.* 2. *Thanks for trying something new with me! I’ll let the team know about the time-keeper idea and we’ll see what they think.* 3. *I appreciate you trying these new times with me.* |

## Sample Conversation 2: Using GROW to Give an Update

In this sample, GROW is used to give a concise update on a project, goal, or focus competency you’re working on. GROW can help frame the conversation, share key updates, and ensure you get the support you need.

| **Stage** | **Questions to ask yourself** | **Response and notes** |
| --- | --- | --- |
| **Goal**  *What’s the outcome?* | 1. What goal are you trying to achieve?  2. Which competency are you focusing on?  3. What project are you working on? | State the outcome or topic of discussion.   1. *I’d like to discuss my software guide goal.* 2. *I’d like to share my progress on the Stewardship competency.* 3. *Let’s talk about the resource site project.* |
| **Reality**  *What is currently happening?* | 1. What is happening now or has happened so far?  2. What’s working? What’s not working?  3. Where do you feel stuck?  4. If things don’t change, what will likely happen?  5. What have you tried? What haven’t you tried?  6. What skills/knowledge do you have that will help achieve your goal?  7. How have you seen improvement? | Share what is currently happening and how far you are from the outcome.   1. *I’ve made all my screenshots and written the steps. I still need to ensure the guide is accessible. I’m not a technical writer so I have had some trouble with the language. I know Janine in IT has done technical writing, so I will reach out to her.* 2. *I’ve attended the BRC trainings on Oracle. I now understand all the steps to submit a requisition. I was able to download the general ledger. I need help creating a department budget.* 3. *Our team has made all their milestones and worked hard. It’s been difficult getting information and updates from the project lead on our vendor’s end. I’ve tried to reach out to some of the other vendor team members but the lead is the only one consistently in our meetings. I’ve sent several emails but have not received a reply.* |
| **Options**  *What are the different ideas that could help achieve the outcome?* | 1. What resources are available?  2. What could you do differently?  3. What helps you overcome obstacles or challenges?  4. What actions would have the greatest impact? | Talk through the different resources or options available. Get their input as well.   1. *In addition to talking to Janine, I could see what is on LinkedIn Learning. I also notice there is a writing workshop scheduled next month. Do you know of any additional resources for this?* 2. *I usually like to find solutions by doing my own research, but UCOP budgets are different. I’m not comfortable asking for help but I might try asking another colleague or attending the BRC office hours.* 3. *I don’t know the vendor project lead very well so I have been indirect with my requests and have only used email. Maybe I could call or schedule a Zoom. It would be helpful to have you there for support.* |
| **Will**  What will you do? What are next steps? | 1. What is the first step?  2. When would you like to try this?  3. What support do you need? | Share what happens next and when.   1. *I’ll set up a meeting with Janine and look on LinkedIn Learning. I’ll let you know what happens at our 1:1.* 2. *I will try BRC office hours next Wednesday.* 3. *I will schedule a Zoom for the vendor lead, you, and me. In the meantime, I’ll work with the team to get a list of the information we need.* |

## Sample Conversation 3: Giving Employee Feedback

In this sample, GROW is used to plan for and frame a feedback conversation with your employee.

| **Stage** | **Questions to ask yourself/others** | **Response and notes** |
| --- | --- | --- |
| **Goal**  *What’s the outcome?* | 1. What goal are you trying to achieve?  2. What problem/challenge are you trying to solve?  3. What skill are you trying to improve? | Frame the conversation with the goal or challenge you’re addressing.   1. *I want to have a conversation about time management.* 2. *I want to provide you some feedback about yesterday’s meeting. Is now a good time?* |
| **Reality**  *What is currently happening?* | 1. I’ve noticed…  2. Describe what happened and the impact.  3. What are your thoughts?  4. What’s working? What’s not working?  5. What have you done so far? | Describe the behavior or what is happening. Then get their input. Together you will have a shared understanding of what is happening.   1. *I’ve noticed the last couple projects have gone past their deadlines. You did not ask for help until we were close to the deadline. This limits how I can provide you support. What are your thoughts about this?* 2. *You arrived 15 minutes late to the meeting. This is the third time you’ve been more than 10 minutes late in the past two weeks. What is happening?* |
| **Options**  *What are the different ideas that could help achieve the outcome?* | 1. What actions would have the greatest impact?  2. What could you do differently?  3. What helps you overcome challenges?  4. What are the time constraints? | Once you both have a shared understanding of what is happening, you can move to options. Ask them their thoughts, and share yours if needed.   1. *What helps you complete projects prior to this? What helped me is getting a good understanding of the time needed, and setting boundaries.* 2. *I understand you have a lot of family and home demands. What change in your schedule will have the greatest impact for you?* |
| **Will**  What will you do? What are next steps? | 1. Which idea will you try?  2. What support do you need?  3. When will you check in? | Once an idea is decided on, outline the next steps for the both of you. Document via email or in ePerformance.   1. *For the next project we agreed you will create an outline for the project with the estimated time for each milestone. We will check in weekly.* 2. *I will check in with the team about moving our meeting. We will try out your new schedule for the next month and see how it’s going at our next check-in.* |

## Sample Conversation 4: Coaching Employee to Achieve a Goal

In this sample, GROW is used to coach your employee through planning to achieve a goal or outcome. The focus is on asking questions, and listening to the employee’s response. Their response will inform the next question.

| **Stage** | **Questions to ask yourself/others** | **Response and notes** |
| --- | --- | --- |
| **Goal**  *What’s the outcome?* | 1. What would you like to talk about?  2. What would you like coaching on?  3. What problem/challenge are you trying to resolve? |  |
| **Reality**  *What is currently happening?* | 1. What is happening now, or has happened so far?  2. What is working? What is not working?  3. Where do you feel stuck? |  |
| **Options**  *What are the different ideas that could help achieve the outcome?* | 1. What have you done in similar situations?  2. What could you do differently?  3. What are the pros/cons of these actions?  4. What resources are available? |  |
| **Will**  What will you do? What are next steps? | 1. What is your next step? When?  2. When can we check in again?  3. How can I support you? |  |