

# LEAD ANYWHERE

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### Introduction

One of the most important roles a manager can play is that of a coach - recognizing, developing and unlocking the potential of their team members. And since each employee has different strengths, gaps, learning styles, and receptiveness to feedback, it's important to flex and adapt your approach as needed.

Run simple yet powerful 1:1 coaching sessions with your team members using the GROW coaching model to build their self awareness, unlock their thinking, and ultimately help them accelerate their performance.

You can complete this play as part of the [Lead Anywhere Series](#) or you can do this on your own.

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### Use this play to...

- Build rapport with your team members
- Empower team members by helping them arrive at their own answers and solutions
- Help identify strengths and challenges through a collaborative and intentional dialogue
- Let go of "advice-giving" and ask powerful questions instead that challenge team members to build awareness, think deeply, reflect, and focus on future behaviors and actions

#### ✓ And why would I need that, exactly?

We all have blindspots, strengths, and gaps. A key role of People Managers is to be a coach for their employees; to recognize their strengths and help them develop improvement areas. Coaching is also a great way to build trust and connection with your team members, even when you're not in the same room, as it's focused on collaborating to overcome challenges and improve performance.

#### ✓ What is the GROW model?

The **GROW model** is a simple coaching framework that can be used in everyday conversations, meetings and leadership. It leverages great questions to provide a flow to coaching conversations and allows you to move past obstacles by progressively aligning goals with the current reality, and outlining a definite plan of action. You can learn more in [Coaching for Performance, by John Whitmore](#) (co-creator of GROW).

:lightbulb: Once you get confident with the GROW model, you'll be able to use it for 'in the moment' coaching situations - short, sharp interactions that might happen many times in a day.

COACHING FUNDAMENTALS

Using the GROW Coaching Model

GROW

GOAL

What is this person's goal?

REALITY

What is the current reality in this situation?

OPTIONS

What are the available options?

WAY FORWARD

What can this person (or you) do to progress?

### Who should be involved

This play is designed to be done with one team member at a time.

PARTICIPANTS	2 people
PREP TIME	10 min
RUN TIME	60 min
MATERIALS	GROW Conversation Worksheet template

### Prep

#### BEFORE THE MEETING 10 MINS

- Review the GROW coaching model and questions in this play. You might want to rephrase some of the questions in your own 'voice' to feel more authentic, or even create your own questions.
- Before your team member attends the session, invite them to think about what they would like coaching on - it could be an upcoming presentation, a challenging stakeholder, starting a difficult task, making a decision, etc.
- Adopt the mindset of a Coach.

#### What's a Coaching mindset?

- You don't need to have all the answers
- Listen actively - pay attention to **verbal** [tone, volume, pitch and pace] and **non-verbal** [facial expressions, energy, body language] messages
- More ask - less tell [aim for 80:20 - 80% they talk, 20% you talk... to ask the next great question]
- Be 100% present and focused on this person
- Be aware of your own biases and judgements
- Be flexible - you may circle back through each step
- Be comfortable with silence - use pauses to encourage your team member to speak

- ✓ **Pro Tip:** Developing rapport with someone happens when there is mutual respect, influence and trust. Your team member is far more likely to be open with you and share ideas once rapport is established.

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## Conversation

### SET THE STAGE 5 MINS

- Welcome your team member to the coaching session.
- Invite them to share what would be the most valuable to talk about in the session.

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### DISCUSS THE GOAL 10 MINS

- Help your team member identify the ultimate goal they are trying to achieve related to the topic at hand.
- Use the following questions as a starting point:

#### ▼ GOAL Questions

- What is the future state that the employee wants?
- What is the actual goal?
- What does success look like?
- What are the benefits of them achieving their goal?

- Paraphrase what you have heard from your team member to ensure you are both on the same page.
- Ask your team member to write the goal down (this could be on paper or dropped into the Zoom chat).

- ✓ **Pro Tip:** There are different levels of goals depending on how far in the future they are looking at so identify the inspirational goal to drive success and keep energy and motivation high.

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### ARTICULATE THE REALITY 10 MINS

- Help your team member articulate their current situation and any issues that may be causing breakdowns (internal and external obstacles).
- Use the following questions as a starting point:

#### ▼ REALITY Questions

- What is the current state the employee finds themselves in?
- What steps have you already taken towards your goal?
- What's getting in the way of them achieving their goal?
- What is the real issue at play?
- What's moving you toward your goal?

- Paraphrase what you have heard from your team member to ensure you are both on the same page.

- ✓ **Pro Tip:** Aim to understand the 'lay of the land' at a high level, not the whole backstory.

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### BRAINSTORM OPTIONS 20 MINS

- Help your team member to identify and explore a list of options they have available to them.
- Use the following questions as a starting point:

▼ OPTIONS Questions

- What is the path between the current state and future state?
- How do you get from here to there?
- What has worked for you already and how could you do more of that?
- What haven't you tried yet?
- If anything was possible, what would you do?

- Paraphrase what you have heard from your team member to ensure you are both on the same page.

✓ **Pro Tip:** "What else? What else? What else?" Don't rest until your team member has identified at least 5 options. This can be hard, but persevere! The more imaginative your questions are here, the more likely they will be to have a breakthrough moment or insight.

⚠ **Watch Out:** Resist the urge to problem solve for your team member. Remember, options that are pre-determined or prompted by a manager usually result in poor buy-in and missed goals.

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**DETERMINE THE WAY FORWARD** 15 MINS

- Help your team member check their commitment level and set accountability by deciding their best options and determining their action plan.
- Use the following questions as a starting point:

▼ WAY FORWARD Questions

- What are your next action steps?
- What will you do about it now?
- How will you do that?
- Who will you talk to?
- How committed are you to taking that action?
- Is there anything you need to put in place before then?
- How will you know you're making progress?

- Paraphrase what you have heard from your team member to ensure you are both on the same page.
- Encourage your team member to write down their commitments and next steps - this helps drive accountability.
- Before you wrap up, schedule your next catch up to follow up on their progress.

✓ **Pro Tip:** Be sure you've documented a summary of the conversation including their commitments to make it easier to check in on their progress and help them with accountability.

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## Feedback or Questions

Please read through the [4Cs Bootcamp FAQ](#) first - if your question isn't answered there, head over to :slack: [#leadanywhere-4cs-beta](#) to ask questions, share your thoughts, or give feedback.