



# Module 02: Navigating Career Conversations using the GROW Coaching Model

Facilitator's Guide

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This document and its accompanying slide deck make up a sample portion of a training module that has been altered and anonymized for use in a portfolio that highlight Das Janssen's skills as an instructional designer and technical writer.

It has not been paid for by any entity.

It was not contracted by any company and uses only publicly-available information provided on public-facing websites. The accuracy of the information in this document is in no way guaranteed. The document remains the property of the author, Das Janssen, and exists solely as a writing portfolio exercise to illustrate the author's facility with language and familiarity with industry conventions in the context of job-seeking.

## Facilitator/Producer Preparation

### Before You Begin

Prior to delivery, please read through this Facilitator Guide and prepare for activities as necessary to ensure that participants are able to access learning materials.

### VILT Format

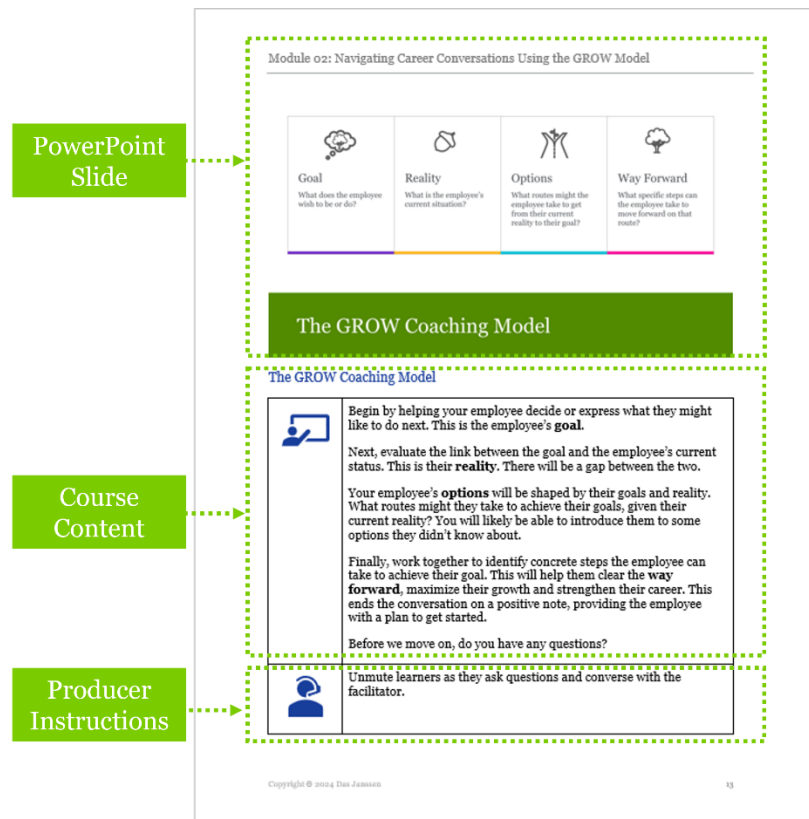
This module is meant to be delivered virtually by two people, a facilitator and a producer. The facilitator communicates directly with learners about the content of the module. The facilitator will lecture, ask questions, reply to learners, and moderate discussions. The producer operates the conferencing technology, sets up breakout rooms, and addresses other technical aspects of the module.

Consult the following online resources for more information.

- Getting started with Zoom: [https://support.zoom.com/hc/en/getting-started-with-meetings?id=zoom\\_meetings\\_guide](https://support.zoom.com/hc/en/getting-started-with-meetings?id=zoom_meetings_guide)
- Muting and unmuting: [https://support.zoom.com/hc/en/article?id=zm\\_kb&sysparm\\_article=KBo066716](https://support.zoom.com/hc/en/article?id=zm_kb&sysparm_article=KBo066716)
- Breakout rooms: [https://support.zoom.com/hc/en/article?id=zm\\_kb&sysparm\\_article=KBo061583](https://support.zoom.com/hc/en/article?id=zm_kb&sysparm_article=KBo061583)
- The online whiteboard: <https://www.zoom.com/en/products/online-whiteboard/>
- Removing participants: <https://www.zoom.com/en/blog/keep-uninvited-guests-out-of-your-zoom-meeting/>
- Polling in meetings: [https://support.zoom.com/hc/en/article?id=zm\\_kb&sysparm\\_article=KBo066150](https://support.zoom.com/hc/en/article?id=zm_kb&sysparm_article=KBo066150)

### About the Facilitator Guide

This facilitator guide is meant for use by the facilitator and producer only. Learners will not have access to it. It consists of three basic elements: screenshots from the PowerPoint, presentation content, and facilitator/producer instructions.



### PowerPoint Screenshots

Each section of the facilitator guide will include a screenshot from the PowerPoint deck to help you keep your place in the course. The material in this guide should be delivered while the corresponding slide is on screen.

### Presentation content

You may read the content to learners verbatim, paraphrase, or elaborate on it as needed, according to your expertise. The participant guide will have the content but not the specific instructions to you.

### Facilitator/Producer Instructions

Instructions will be provided with icons to cue your actions.

### Symbols Used in this Module



Teach this content, either by reading it verbatim, or by paraphrasing. You may elaborate, according to your expertise.



Producer instructions. This icon is used to denote instructions to the facilitator, which should not be read or presented to the participants.



Follow these activity instructions.



The time the module, lesson, or activity should take.



Encourage learners to develop their own plans for applying lessons from the module to their work or team.

### Module Agenda

Introduction	5 minutes
Lesson 1: Coaching with the GROW Model	15 minutes
Lesson 2: Navigating Career Conversations Using the GROW Model	30 minutes
Lesson 3: Acting on the GROW Coaching Model	25 minutes
Lesson 4: Action Planning	10 minutes
Module Summary	5 minutes

## Module Introduction



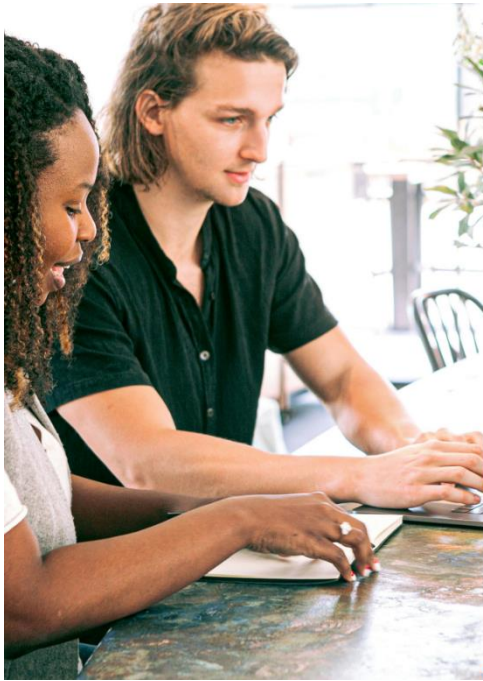
### About this Module

This module covers the GROW Coaching Model and its application to the career development conversations you conduct with your direct reports.

This module will cover how both managers and employees can make the most of career development conversations to ensure satisfying results.



- 90 minutes



### Module Objectives

- Identify the components of the GROW Coaching Model.
- Use the GROW Coaching Model to structure conversations in a way that helps employees succeed.
- Prioritize opportunities for career growth.

### Module Objectives



After completing this module, you will be able to:

- Identify the features of the GROW Coaching Model.
- Structure conversations that help employees succeed using the Grow Coaching Model.
- Prioritize opportunities for career growth.
- Incorporate what you've learned into your regular meetings with direct reports.





### Agenda

This module contains the following lessons:

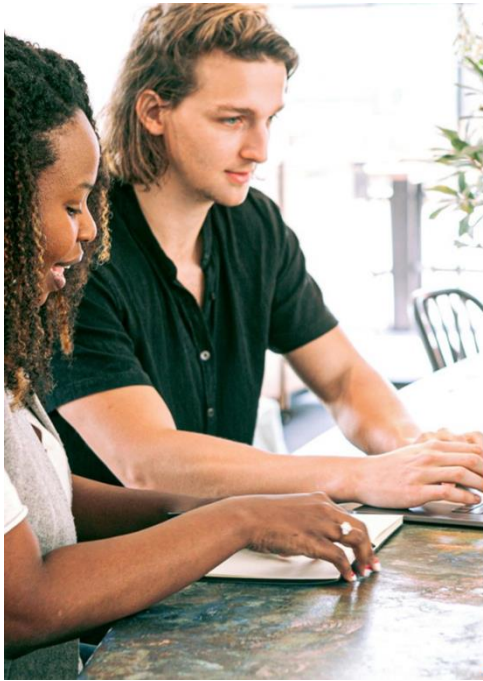
- Lesson 1: Coaching with the GROW Model
- Lesson 2: Navigating Career Conversations
- Lesson 3: Acting on the GROW Coaching Model
- Lesson 4: Action Planning

### Agenda



This module has four lessons:

- In the first one, we go over what the GROW model is.
- In the second, we practice using the GROW model.
- In the third, we apply the GROW model to case studies.
- In the final lesson, we integrate the GROW model with the other manager toolkits you're already using.



### Why have career conversations?

This module will:

- Help you conduct meaningful conversations with your direct reports.
- Help you support your team's career development.
- Provide tips on deepening your business relationships.
- Help you increase employee morale and retention.

### Why have career conversations?



Our company relies on managers to steer performance, which includes conveying the benefits of career management to employees. When your direct reports grow, so do you.

The techniques we cover in this module will:

- Help you conduct meaningful conversations with your direct reports.
- Help you support your team's career development.
- Provide tips on deepening your business relationships.
- Help you increase employee morale and retention.



### Lesson 1: Coaching with the GROW Model



Our company is fully committed to employee growth and advancement. Our employees learn, innovate, and seek career experiences that keep themselves, and us, moving forward.



15 minutes



### Key Points of Career Conversations

- A manager is only as successful as their team.
- Nurturing success includes:
  - Expressing career goals.
  - Identifying opportunities to gain new skills.
  - Aligning employees' goals with the company's needs.
- These conversations are informal and are not part of formal performance evaluations.

### Career Development Conversations



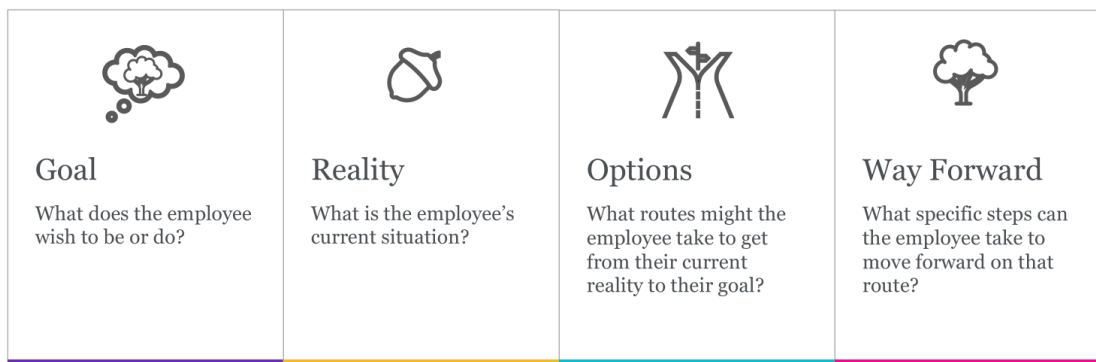
Supervisors have a responsibility to mentor direct reports and help them achieve their career goals. Each employee should take responsibility for the direction of their growth, while receiving support and guidance from their supervisor.

Career development conversations should be exploratory and should not be part of an employee's performance evaluations. An employee should have the freedom to try something out before being evaluated on their performance.

Nurturing success may entail helping your direct reports identify their own goals and dreams, helping them brainstorm unique career paths, and helping them understand how their goals might be aligned with the needs of the company.

The GROW Coaching Model is a terrific system for enabling this type of conversation. It uses four steps to shape a conversation: Goal, Reality, Options, and the Way Forward.

Let's take a closer look.



## The GROW Coaching Model

### The GROW Coaching Model



Begin by helping your employee decide or express what they might like to do next. This is the employee's **goal**.

Next, evaluate the link between the goal and the employee's current status. This is their **reality**. There will be a gap between the two.

Your employee's **options** will be shaped by their goals and reality. What routes might they take to achieve their goals, given their current reality? You will likely be able to introduce them to some options they didn't know about.

Finally, work together to identify concrete steps the employee can take to achieve their goal. This will help them clear the **way forward**, maximize their growth and strengthen their career. This ends the conversation on a positive note, providing the employee with a plan to get started.

Do you have any questions?



Unmute learners as they ask questions and converse with the facilitator.



### Lesson 1 Summary

- Supervisors are responsible for mentoring direct reports and helping them achieve their career goals.
- Nurturing success entails helping your direct reports identify their own goals and dreams.
- The GROW Coaching Model uses four steps to shape career conversations: Goal, Reality, Options, and the Way Forward.

### Lesson 1 Summary



To recap, the GROW Coaching Model is a system that can help you foster your employees' growth by moving their aspirations through tangible, identifiable phases.

Before we move on, do you have any questions or comments about the GROW Coaching Model?



Proceed to the next lesson when the facilitator is ready.

This document and its accompanying slide deck make up a sample portion of a training module that is excerpted to ensure all content is used appropriately.

What follows is an exercise for a different lesson.





## Activity: Role-Playing the GROW Coaching Model

### Lesson 3 Activity: Role-Playing the GROW Coaching Model



For this activity, you will role-play a conversation and practice using the GROW Coaching Model in a scenario provided on the next slide. This conversation will be moderately difficult.

Your group will roleplay the conversation three times and you will each play all three roles: an employee, a manager, and an observer.

Before we begin, do you have any questions?



30 minutes



Activity Instructions	Scenario	Observer Checklist
<ol style="list-style-type: none"><li>1. Decide who will take each role for the first round. One learner will play Abra, one will play Abra's manager, and one will observe. (You will all play all roles.)</li><li>2. Take notes so you can describe this experience later.</li><li>3. Abra and Manager role-play this conversation for a few minutes while the Observer scores your conversation.</li><li>4. After about 5 minutes, change roles and have the conversation again with each of you playing a different role.</li><li>5. Change roles one more time so that everyone gets a chance to play each role.</li></ol>	<p>Abra is a strong talent on your team in the middle stages of a career. Abra has expressed an interest in shifting to an area that requires a great deal of specialized training that Abra does not currently possess.</p> <p>You must give Abra feedback.</p> <ul style="list-style-type: none"><li>• Attempt to deliver the feedback in a way that doesn't demotivate Abra.</li><li>• How can you find ways for Abra to gain the needed experience?</li></ul>	<p>Give your team a point every time the manager asks a question about the following:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Abra's motivations for considering in this exciting new area (Goals)</li><li><input type="checkbox"/> Experience gaps and challenges (Reality)</li><li><input type="checkbox"/> Core competencies Abra will need to acquire to achieve this goal (Reality)</li><li><input type="checkbox"/> Opportunities and timeline for growth (Options)</li><li><input type="checkbox"/> Opportunities for gaining experience (Options)</li><li><input type="checkbox"/> A plan for Abra to implement (Way Forward)</li></ul>

### Role-Playing a Moderately Tough Conversation



- Allow learners to meet and converse freely.
- Check in to observe each group and ensure they understand the activity.
- Allow about 5 minutes for each round, giving learners a heads-up when they have a minute remaining in the round.



- Place learners in breakout rooms and recall them when the facilitator asks you to.
- Ensure that all participants are unmuted in breakout rooms.
- Stand by to assist with any difficulties.



15-17 minutes



### Activity Debrief

- What came easily to you in this conversation? What did you find challenging?
- Can you describe a technique or trick you use to de-centre your discomfort and focus on your employee's needs?
- Can you identify a moment when one of your peers did a particularly good job of applying the GROW model to this conversation?



### Activity Debrief



Reconvene the group and call on learners to lead the discussion described below.



- Return learners from the breakout rooms back into the meeting.
- Ensure participants are muted during the activity and unmute them as the facilitator calls on them.
- Summarize learners' main points on the whiteboard.



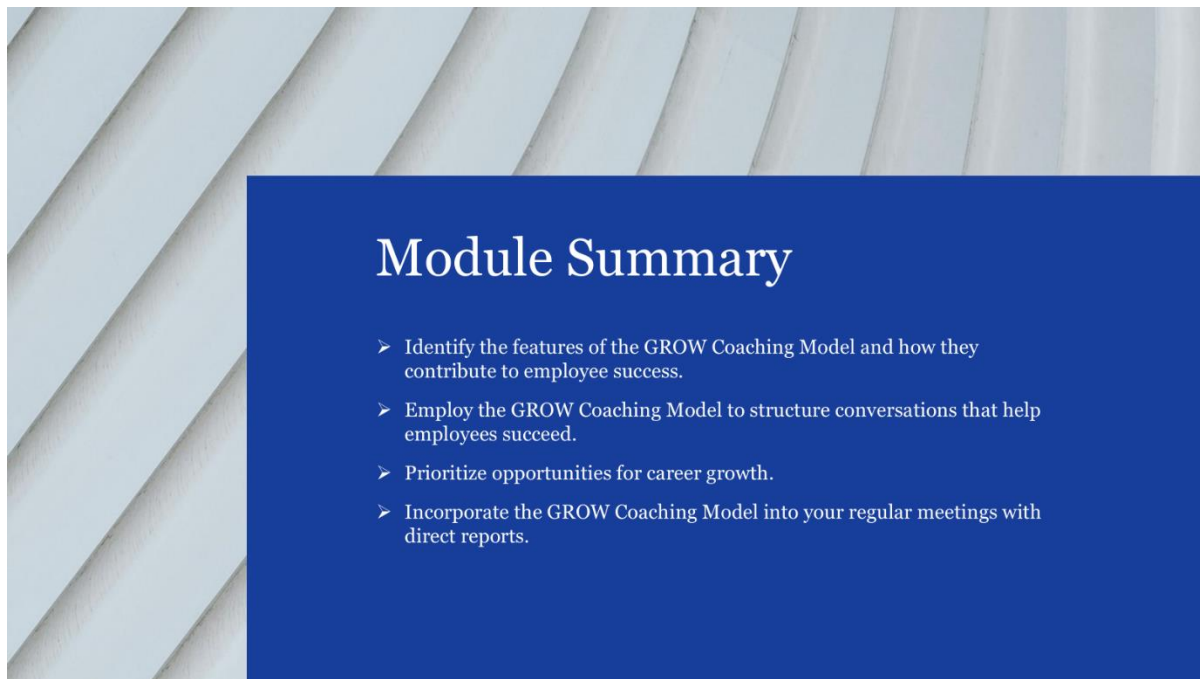
Now I'd like at least one member of each group to describe how things went during your roleplay. You can answer the questions on the slide or raise a point of your own, as you wish.



10-15 minutes

This document and its accompanying slide deck make up a sample portion of a training module that is excerpted to ensure all content is used appropriately.

What follows is the module summary.



### Module Summary



Thank you for participating in “Navigating Career Conversations using the GROW Coaching Model!” The module you have just finished will help with conducting fruitful career conversations with your direct reports.

Do you have any final questions about the GROW Coaching Model or anything else we’ve discussed today?



- Unmute learners as they ask questions and converse with the facilitator.
- End the module when the facilitator is ready.



5 minutes

## Bibliography

- Polemis, John. “The GROW Framework,” accessed 1 August 2024, <https://wp.nyu.edu/coaching/tools/grow-model/>
- Threadgould, Michelle Villegas. “What Is the GROW Coaching Model?” 10 June 2023, accessed 1 August 2024, <https://lattice.com/library/everything-you-need-to-know-about-the-grow-coaching-model#:~:text=The%20GROW%20Model%20is%20a,discover%20solutions%20on%20their%20own>
- Winter, Theo. “Praise & Criticism: GROW Coaching Model,” 25 July 2023, accessed 1 August 2024, <https://blog.hptbydts.com/praise-criticism-grow-coaching-model>