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It has not been paid for by any entity.

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Module 02

# Navigating Career Conversations Using the GROW Coaching Model

🕒 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.

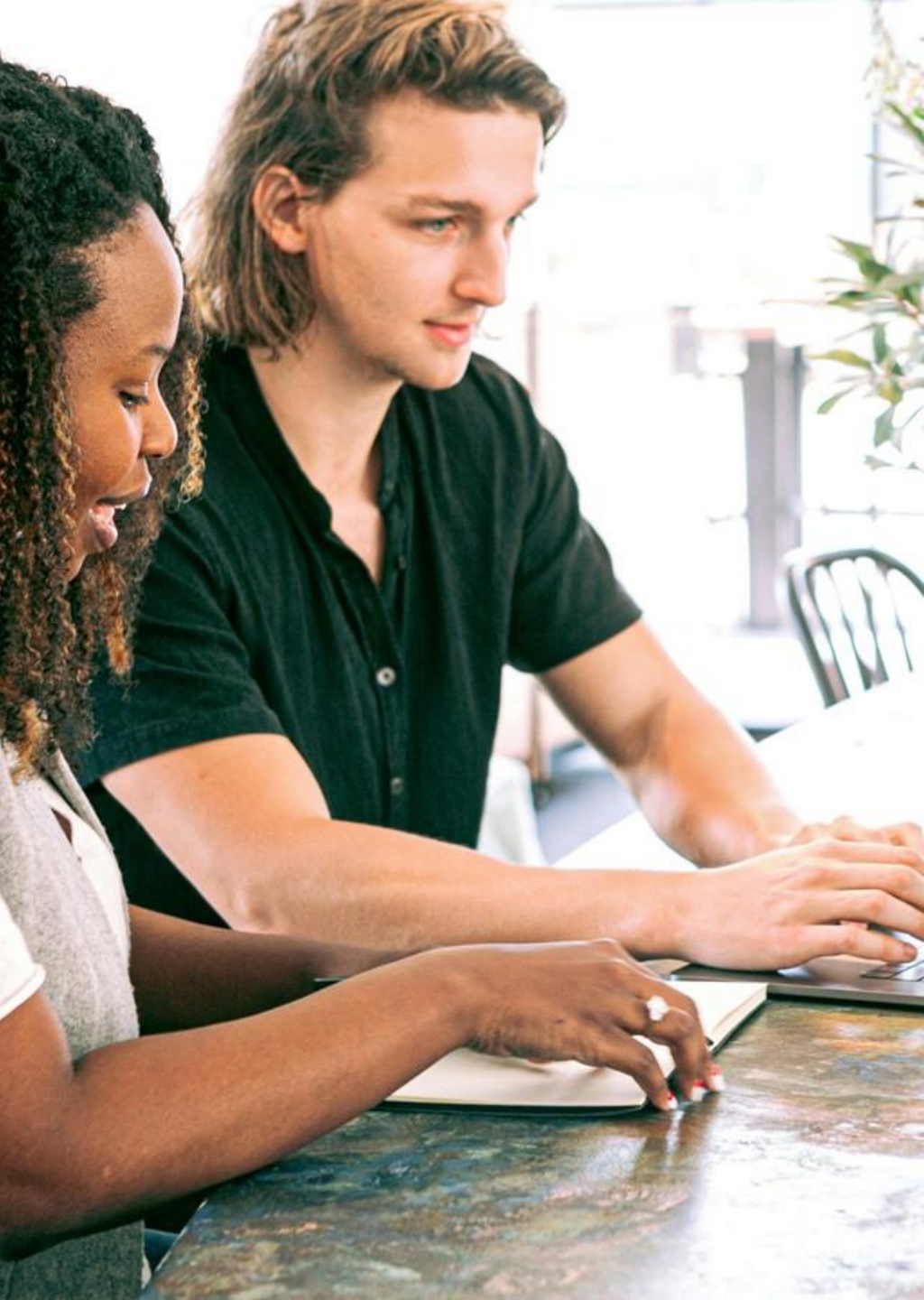
A photograph of two people shaking hands in a meeting. The person on the left is wearing a light-colored sweater and has their hand on a desk. The person on the right is wearing a brown sweater. On the desk, there is a small potted cactus and a brown paper coffee cup with a black lid. The background is a bright window with white curtains.

# 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





# 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.



# Lesson 1: Coaching with the GROW Model





# 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.



## Goal

What does the employee wish to be or do?



## Reality

What is the employee's current situation?



## Options

What routes might the employee take to get from their current reality to their goal?



## Way Forward

What specific steps can the employee take to move forward on that route?

# The GROW Coaching Model





# 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.

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What follows is an exercise for a different lesson.



# Activity: Role-Playing the GROW Coaching Model



## Activity Instructions

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.)
2. Take notes so you can describe this experience later.
3. Abra and Manager role-play this conversation for a few minutes while the Observer scores your conversation.
4. After about 5 minutes, change roles and have the conversation again with each of you playing a different role.
5. Change roles one more time so that everyone gets a chance to play each role.

## Scenario

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.

You must give Abra feedback.

- Attempt to deliver the feedback in a way that doesn't demotivate Abra.
- How can you find ways for Abra to gain the needed experience?

## Observer Checklist

Give your team a point every time the manager asks a question about the following:

- ☐ Abra's motivations for considering in this exciting new area (Goals)
- ☐ Experience gaps and challenges (Reality)
- ☐ Core competencies Abra will need to acquire to achieve this goal (Reality)
- ☐ Opportunities and timeline for growth (Options)
- ☐ Opportunities for gaining experience (Options)
- ☐ A plan for Abra to implement (Way Forward)



# 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?



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What follows is the module summary.



# Module Summary

- Identify the features of the GROW Coaching Model and how they contribute to employee success.
- Employ the GROW Coaching Model to structure conversations that help employees succeed.
- Prioritize opportunities for career growth.
- Incorporate the GROW Coaching Model into your regular meetings with direct reports.



Thank You!