Accelerator

Developing the Team

LEARNING JOURNAL

NAME

Accelerator Solutions helps organisations achieve positive business results through customer service leadership.

We do this through a range of solutions focused on Training & Development, Research & Consultancy.

Our Research team provides insight into changes that will have a positive impact. Our Training & Development team helps build attitudes, skills and behaviours that make the service difference.

We're friendly, flexible, and hands on working to make sure that our input has a direct and lasting impact.

We help bring pace to change and take pride in delivering on our promises.

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Developing the Team

How We Define Great Leadership

Great leaders are high performers, they have direction; deliver measurable results; are proud of their work; stretch themselves and others; and are adaptable to ensure sustainability.

Authentic leaders are recognised by their integrity so inspire trust. They know and live their values; they challenge and empower others to be the best they can be.

Visionary leaders are forward looking so spot and create opportunities; they understand the process of change and inspire others to co-create the future.

Great leaders take responsibility for their own actions and interactions, they use initiative; are decisive; solve problems; continually learn and are known for their reliability.

Collaborative leaders know about relationships and networking, they work effectively with others; they involve; motivate and engage colleagues; they make great colleagues; and manage difference.

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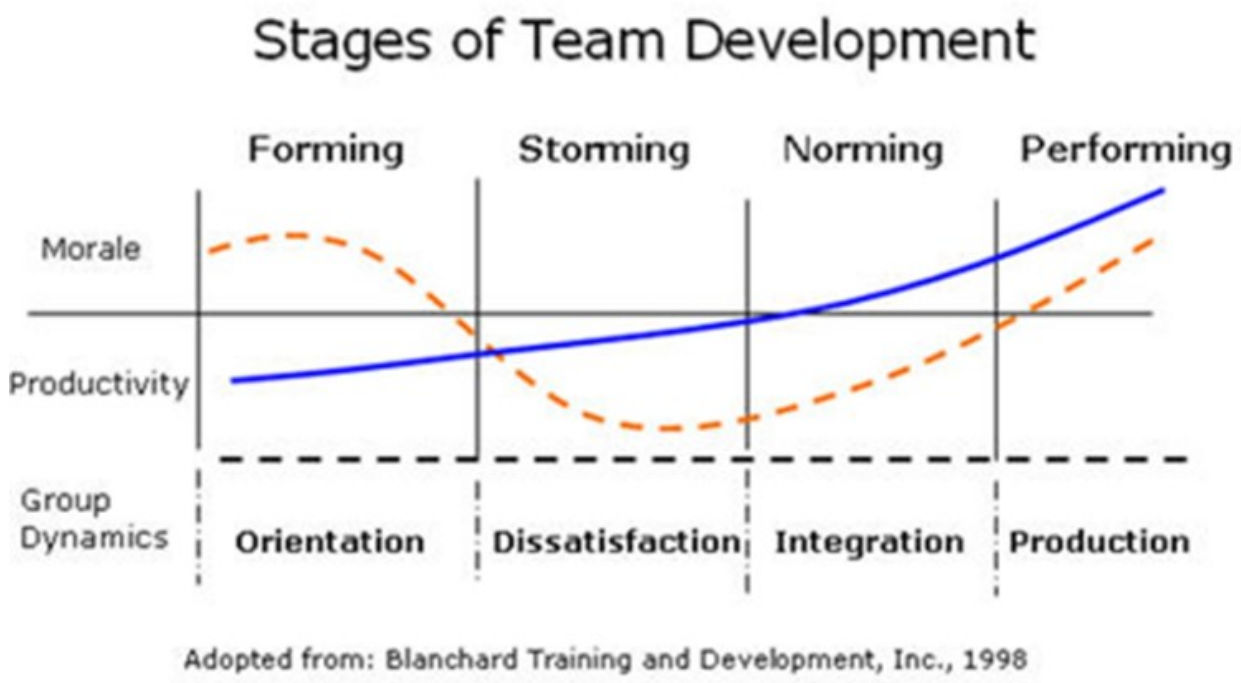
Team Development



- All groups move through a series of predictable stages in their development from a collection of individuals to a high-performing team
- All groups are unique but do tend to share common stages and characteristics
- Knowing and understanding these stages and characteristics will help to identify action that may be necessary to improve two key variables:

Productivity: *how competent the group is in knowledge and skills in order to complete tasks*

Morale: *the group's commitment as measured by its motivation, confidence and cohesion*

Stage 1: Orientation

During this stage productivity is low and goals are unclear. Skills and knowledge as a team are undeveloped.

Morale is relatively high as members are normally eager and have positive expectations for the group. A leadership role is normally important at this stage and some people will be anxious about their individual roles and connection with the team.

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Team Development

Stage 2: Dissatisfaction

Productivity increases slowly as the group's skills and knowledge start to develop. Morale however drops to a low point as initial hopes and expectations for the group are not easily met. It is the "post-honeymoon" feeling. Feelings of frustration, competition and confusion may be evident.

Stage 3: Resolution (or *Integration)*

Productivity continues to increase in line with skills and knowledge. Goals become clearer or have been refined. Morale improves as the group develops ways of working together and negative feelings are resolved. Confidence as a group continues to develop.

Stage 4: Production

Stage 4 (Production); when both productivity and morale are high.

High performance characteristics are now evident. The team has developed the skills and knowledge necessary to work well together and produce desired results. Members have positive feelings about each other and the accomplishments of the team. There is less reliance on the leader – each may assume leadership as necessary.

The key challenge for teams is moving out of Stage 2, the Dissatisfaction stage. If conflict is dealt with, interpersonal issues are resolved and tasks are redefined so they are more achievable then morale can begin to build again into Stage 3 (Resolution or Integration) and ultimately reach Stage 4 (Production).

High performing teams recognise this development process and take proactive steps to resolve problems and shorten the time taken to reach the fully productive stage.

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Helping the Team Develop

Examples of Task Behaviours

Behaviours within the team that directly affect the group's **productivity** in getting the job done are called **Task Behaviours**. They provide direction for the group:

Initiation
For example, suggesting a course of action:
"Let's examine some options for completing this…"

Information Seeking & Giving
Asking for ideas from others and offering opinions and suggestions:
"Sue, you have had some experience of this type of problem…"

Clarifying and Elaborating
Interpreting suggestions, clarifying confusion, building on ideas:
"So what you mean, John, is that we could…"

Summarising
Bringing together information and presenting it in an understandable way:
"Let's summarise what we have just discussed…"

Consensus Testing
Checking with group members for agreement on a decision or evaluation of a decision:
"Does everyone agree that our options are…"

Coordinating
Managing and sequencing the flow of ideas or information:
"Let's hear the alternatives before we decide on the best course of action.."

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Helping the Team Develop

Examples of Maintenance Behaviours

Behaviours that are related to improving **morale** and the smooth operation of the group are called **Maintenance Behaviours**. They provide support for the group. They are most needed in Stage 2 (Dissatisfaction) when morale is low, but also in Stage 3 (Resolution) when morale is improving.

Active Listening

Involves acknowledging that the other person is heard and understood through the use of verbal and non-verbal cues.

"If I understand you correctly, what you are angry about is…"

Encouraging

Being warm, friendly and responsive to having others participate in group discussion:

"Paul – you've been through this experience with the X project. I'd really like to hear what you think…"

Gatekeeping

Monitoring group communication, allowing less talkative members to contribute, controlling more assertive members:

"Emma, your points are important. I think we should hear some views from some of the other members of the team who may have views…"

Managing Conflict

Includes attempts to resolve or reconcile differences between group members:

"Since we all agree that this needs to be completed today can we consider a creative way to include the best of Paul and Clare's ideas…"

NB

Both **Task** and **Maintenance** behaviours are critical if the group is to develop fully. It is each member of the team's responsibility to help the team develop through task and maintenance behaviours– not just the team leader.

Notes

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High Performing Team Questionnaire

Think how your team would rate currently and indicate on the scale of 1 – 5 (1 = low; 5 = high)

Purpose

		1	2	3	4	5
1.	*We are able to describe and are committed to a common purpose*	○	○	○	○	○
2.	*Goals are clear, challenging and relevant to our common purpose*	○	○	○	○	○
3.	*Strategies for achieving goals are clear*	○	○	○	○	○
4.	*Individual roles are clear*	○	○	○	○	○

TOTAL:

Empowerment

		1	2	3	4	5
5.	*Members feel a personal and collective sense of power*	○	○	○	○	○
6.	*Members have access to necessary skills and resources*	○	○	○	○	○
7.	*Policies and practices support team objectives*	○	○	○	○	○
8.	*Mutual respect and willingness to help each other is evident*	○	○	○	○	○
9.	*Team members have an opportunity to grow and learn*	○	○	○	○	○
10.	*Members take responsibility for their own behaviour, performance & development*	○	○	○	○	○

TOTAL:

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High Performing Team Questionnaire

Relationships and Communication

		1	2	3	4	5
11.	*Members express themselves openly and honestly*	○	○	○	○	○
12.	*Warmth, understanding and acceptance is expressed: people can state thoughts and feelings without fear*	○	○	○	○	○
13.	*Members listen actively to each other*	○	○	○	○	○
14.	*Differences of opinion and perspective are valued*	○	○	○	○	○
15.	*Members communicate assertively as and when appropriate*	○	○	○	○	○
16.	*Members appropriately hold themselves and each other accountable for their work & behaviour*	○	○	○	○	○

TOTAL:

Flexibility

		1	2	3	4	5
17.	*Members perform different roles and functions as needed*	○	○	○	○	○
18.	*Members share responsibility for team leadership and team development*	○	○	○	○	○
19.	*Members are adaptable to changing demands*	○	○	○	○	○
20.	*Various ideas and approaches are explored & actively encouraged*	○	○	○	○	○

TOTAL:

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High Performing Team Questionnaire

Optimal Productivity

		1	2	3	4	5
21.	*Output is high and results are achieved*	○	○	○	○	○
22.	*Quality is excellent*	○	○	○	○	○
23.	*Decision making is effective*	○	○	○	○	○
24.	*Clear problem-solving process is apparent*	○	○	○	○	○
25.	*Efficient working practices are embraced & encouraged*	○	○	○	○	○

TOTAL:

Recognition and Appreciation

		1	2	3	4	5
26.	*Individual contributions are recognised and appreciated by leaders and members*	○	○	○	○	○
27.	*Team accomplishments are recognised by members & the larger organisation and are celebrated*	○	○	○	○	○
28.	*Group members feel respected*	○	○	○	○	○
29.	*Team contributions are valued and recognised by the organisation*	○	○	○	○	○

TOTAL:

Morale

		1	2	3	4	5
30.	*Individuals feel good about their membership of the*	○	○	○	○	○
31.	*Individuals are confident and motivated*	○	○	○	○	○
32.	*Members have a sense of pride and satisfaction*	○	○	○	○	○
33.	*There is a strong sense of cohesion and team spirit*	○	○	○	○	○

TOTAL:

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The Team Charter

An agreement that states….

- What the team is to accomplish
- Why it is important
- How the team will accomplish it

'The best teams invest a tremendous amount of time effort exploring, sharing and agreeing on a purpose that belongs to them both collectively and individually. In fact, real teams never stop this purposing activity' - J Katzenbach and D Smith

The Team Purpose

What the team does, for whom, why?

Values

Enduring beliefs or principles that….

- Guide the teams' choices and actions
- Define what is fundamentally right or important
- Determine how the team pursues its purpose

Team Norms

Explicit or implicit ground rules that determine appropriate behaviour

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Let's Play Cards

Step 1

You have 10 minutes working on your own to make some personal selections from the cards on the following 4 pages:

- Read all cards on all 4 pages – just focus on the sentence at the top of each card
- Decide which colour suite is most like you overall – e.g. overall you feel that blue describes you most – and make a note of this
- Now review all the cards on all 4 pages again (still focusing on the sentence at the top of each card) and decide which one card most describes you – this may or may not be from the overall colour that you just chose
- Please write down what is written on the card, including the text on the bottom of the card (e.g. Structured, Discipline Driven, Big Picture Thinking, Extraverted)

Step 2

You will be assigned a small group to join in a break out room. Instructions will be given to you about how to do this:

- You have 5 minutes to hear from everyone in your group
- If you haven't quite finished Step 1, you can get your colleagues to help you make a decision
- Please share the overall colour and the one card you chose, with your group
- Note the similarities/differences across your group

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Let’s Play Cards

I enjoy working in a structured environment

Structured

Discipline Driven

Underlying Persona

©luminalearning

When working on a task, I am meticulous

Evidence-Based

Down To Earth

Everyday Persona

©luminalearning

I avoid overcomplicating things and like to ‘keep it simple’

Practical

Down To Earth

Everyday Persona

©luminalearning

I always establish clear objectives for my projects

Purposeful

Discipline Driven

Everyday Persona

©luminalearning

When working on a task, I am structured and methodical

Structured

Discipline Driven

Everyday Persona

©luminalearning

Good common sense is one of my strengths

Practical

Down to Earth

Underlying Persona

©luminalearning

I am reluctant to change tried and tested methods

Cautious

Down To Earth

Everyday Persona

©luminalearning

Attention to detail is a real strength of mine

Evidence-Based

Down To Earth

Underlying Persona

©luminalearning

My instinct is to always be cautious

Cautious

Down To Earth

Underlying Persona

©luminalearning

I am always on time for meetings

Reliable

Discipline Driven

Everyday Persona

©luminalearning

In my approach to work, I am naturally self-disciplined

Reliable

Discipline Driven

Underlying Persona

©luminalearning

I believe it is important to stick with a task until it is finished

Purposeful

Discipline Driven

Underlying Persona

©luminalearning

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Let’s Play Cards

I tend to listen to others rather than telling them what to do

Intimate
Introverted
Underlying Persona
©luminalearning

I am most effective in one-on-one conversations

Intimate
Introverted
Everyday Persona
©luminalearning

Interacting with a lot of people ‘drains me’

Observing
Introverted
Underlying Persona
©luminalearning

I always acknowledge the contributions of others

Collaborative
People Focused
Everyday Persona
©luminalearning

I dont enjoy forceful arguments

Accommodating
People Focused
Underlying Persona
©luminalearning

I take time to think before speaking up in a group

Observing
Introverted
Everyday Persona
©luminalearning

I am concerned about the feelings of others

Empathetic
People Focused
Everyday Persona
©luminalearning

I control when and where I express my emotions

Measured
Introverted
Everyday Persona
©luminalearning

I tend to be naturally trusting of others

Collaborative
People Focused
Underlying Persona
©luminalearning

I tend to avoid conflict

Accommodating
People Focused
Everyday Persona
©luminalearning

I usually contain my excitement and emotions

Measured
Introverted
Underlying Persona
©luminalearning

I have a natural inclination to see other people’s point of view

Empathetic
People Focused
Underlying Persona
©luminalearning

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Let’s Play Cards

I like to go with the flow

Adaptable

Inspiration Driven

Underlying Persona

©luminalearning

Being flexible, I don’t always stick to the process

Flexible

Inspiration Driven

Everyday Persona

©luminalearning

I am comfortable working around administrative processes that I think are unhelpful

Flexible

Inspiration Driven

Underlying Persona

©luminalearning

I have a lot of creative ideas

Imaginative

Big Picture Thinking

Everyday Persona

©luminalearning

I see trends and patterns not obvious to others

Conceptual

Big Picture Thinking

Everyday Persona

©luminalearning

Sometimes I find it more productive to work without formal goals

Adaptable

Inspiration Driven

Everyday Persona

©luminalearning

I use my gut feeling to make spontaneous decisions

Spontaneous

Inspiration Driven

Everyday Persona

©luminalearning

I have an informal approach to time management

Spontaneous

Inspiration Driven

Underlying Persona

©luminalearning

I’m good at discussing ideas

Conceptual

Big Picture Thinking

Underlying Persona

©luminalearning

I am a creative thinker

Conceptual

Big Picture Thinking

Underlying Persona

©luminalearning

I don’t believe tradition should get in the way of necessary change

Radical

Big Picture Thinking

Underlying Persona

©luminalearning

Others consider my ideas challenging and radical

Radical

Big Picture Thinking

Everyday Persona

©luminalearning

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Let’s Play Cards

I am a tough negotiator

Tough
Outcome Focused
Everyday Persona
©luminalearning

I often step forward and take the initiative in a group

Takes Charge
Extraverted
Everyday Persona
©luminalearning

Winning is important to me

Competitive
Outcome Focused
Underlying Persona
©luminalearning

I prefer to talk to people rather than communicate in writing

Demonstrative
Extraverted
Underlying Persona
©luminalearning

Talking to others about an issue really helps my thinking

Sociable
Extraverted
Everyday Persona
©luminalearning

I quickly find the logical flaws in an argument

Logical
Outcome Focused
Everyday Persona
©luminalearning

Interacting with a lot of people energises me

Sociable
Extraverted
Underlying Persona
©luminalearning

My natural inclination is to analyse things logically

Logical
Outcome Focused
Underlying Persona
©luminalearning

I enjoy being direct and to the point

Tough
Outcome Focused
Underlying Persona
©luminalearning

Other people can easily tell when I am excited about something

Demonstrative
Extraverted
Everyday Persona
©luminalearning

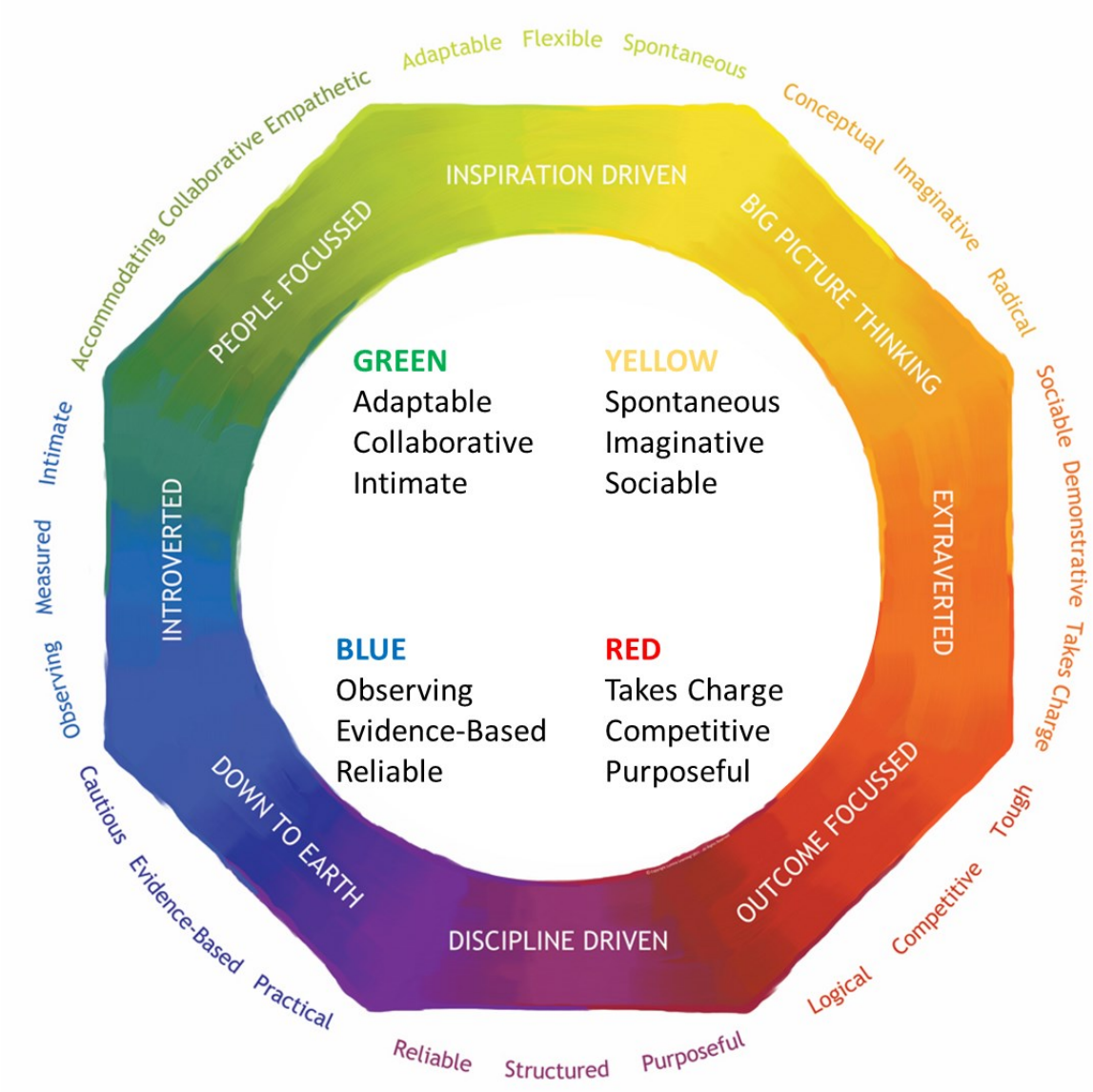
I strive to outperform my colleagues

Competitive
Outcome Focused
Everyday Persona
©luminalearning

I am very comfortable taking charge in a group situation

Takes Charge
Extraverted
Underlying Persona
©luminalearning

Lumina Model



Notes

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Understanding Lumina Remotely

PEOPLE-FOCUSED

Accommodating | Collaborative | Empathetic

- Concerned with others' well-being, putting their needs first
- Reaches out to those who don't normally work remotely
- More concerned to protect others than themselves
- Able to tune in to the emotions of their colleagues and their virtual team
- Engages others to work collaboratively and gain their input

INSPIRATION DRIVEN

Adaptable | Flexible | Spontaneous

- Being easy going and informal, they cope well with ambiguity and uncertainty
- Makes quick intuitive decisions
- Works in passionate bursts, changing course
- Generates options and different ways of working
- May welcome some imposed structure and routine on themselves when working remotely with more distractions

BIG PICTURE

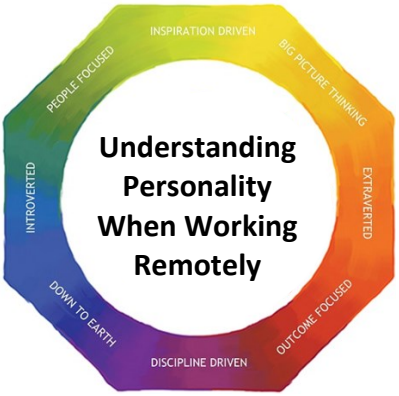
Imaginative | Radical | Conceptual

- Applies imagination and creativity to every situation
- Where others see risk or crisis, they look for opportunities
- Enjoys solving complex problems
- Proactively innovates new solutions, products or new ways of working

INTROVERSION

Observing | Measured | Intimate

- Thrives in environments that are quiet with few interruptions
- Home situation and set-up will increase or decrease resilience and effectiveness
- Needs time to consider responses
- Listens well and engages in considered one-to-one conversations
- Provides a calming presence for others



EXTRAVERSION

Takes Charge | Sociable | Demonstrative

- Eager to connect and stay in touch with family, friends and colleagues
- Active on different communication platforms, juggling the threads of many conversations
- Enquires, seeks out and shares updated information
- Leads new initiatives to engage and uplift others

DOWN TO EARTH

Practical | Evidence-based | Cautious

- Diligently follows risk management procedures and holds others to account
- Researches extensively in an attempt to establish some certainty
- Considers all the facts before making decisions
- Takes a pragmatic view
- Provides a reality check for others

DISCIPLINE DRIVEN

Purposeful | Structured | Reliable

- Continually sets new goals and adjusts plans to work productively in this exceptional situation
- Proactive and accountable
- Creates plans for all possible scenarios
- Follows-through to ensure upholds all commitments
- Clarifies and meets all expectations

OUTCOME-FOCUSED

Tough | Competitive | Logical

- Focuses on goals, tasks and winning
- Expresses their view confidently and focuses people into action
- Less empathy directing conversations towards what needs to be done in these new circumstances
- Thinks about how to leverage competitive opportunities

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Understanding Lumina Remotely

PEOPLE-FOCUSED

Accommodating | Collaborative | Empathetic

- Show you care - ask and listen to how they're feeling
- Offer your support to collaborate
- Inform them how you have considered others and acted fairly
- Give them time to discuss their ideas, concerns and impact on others
- Be a sounding board for their thinking
- Give them space to share their opinions in online team meetings
- Ensure they are setting boundaries and looking after their own needs

INSPIRATION DRIVEN

Adaptable | Flexible | Spontaneous

- Allow time to think out loud during virtual meetings
- Be open to discussing multiple topics on a call
- Don't make decisions on their behalf
- Engage their new and changing ideas
- Allow for options and iterations
- Give them freedom to change course of action
- Provide some structure to help ground them and their ideas

BIG PICTURE

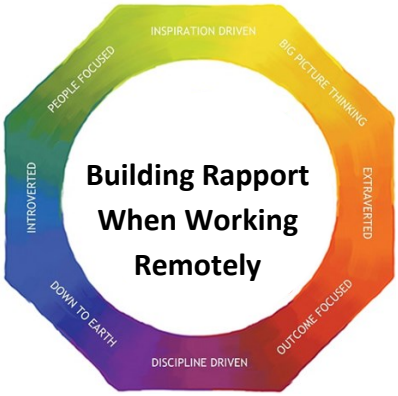
Imaginative | Radical | Conceptual

- Provide the big picture – risks and opportunities
- Invite their strategic ideas and options
- Encourage their out-of-the-box thinking and innovative solutions
- Discuss and debate opportunities for virtual working
- Be comfortable with their need for change and quick action
- Engage them in challenging virtual games and competitions
- Clarify key points and actions

INTROVERSION

Observing | Measured | Intimate

- Slow down and stay focused
- Be authentic and tell your truth
- Ask open-ended questions in writing
- Give them time to think and reflect
- Allow for a pause before they respond
- Give them accurate and objective data
- Don't pressure them when making difficult decisions



EXTRAVERSION

Takes Charge | Sociable | Demonstrative

- Engage, involve and connect informally
- Ask questions and encourage ideas
- Give positive feedback
- Summaries and provide direction
- Team meetings & coffee chats
- Use video communication
- Follow-up with action steps, due dates in writing and ask for feedback

DOWN TO EARTH

Practical | Evidence-based | Cautious

- Focus on Facts
- Demonstrate you have evaluated all the risks
- Have a clear and detailed plan of action
- Listen to their concerns and proposals
- Be patient with their questions and need for clarity
- Stick to the specifics of the project
- Enable smaller focused meetings

DISCIPLINE DRIVEN

Purposeful | Structured | Reliable

- Agree and update clear goals consistently
- Create and adjust plans as needed
- Be clear, calm and organised
- Have an agenda and stick to it
- Deliver on your commitments
- Focus on facts not emotion
- State who is accountable for what
- Take responsibility for your actions

OUTCOME-FOCUSED

Tough | Competitive | Logical

- Set challenging goals and clear tasks
- Identify what winning looks like
- Clarify who is accountable for what
- Focus on getting the job done
- Don't waste time on hypotheticals
- Limit meetings & include link in a calendar request
- Clarify meeting outcomes in advance
- Ensure communication is concise

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Motivation Self Assessment

FACTORS	MY RANKING	TEAM RANKING
Interesting work		
Full appreciation of work done		
Friendships & interpersonal relationships		
Good salary/package		
Development & growth within organisation		
Feeling of being involved in things		
Good job title		
Regular stretch and challenge		
Job Security		
Good working conditions		

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The Gallup

The Gallup Q12 Index employee engagement work is based on more than 30 years of in-depth behavioural economic research involving more than 17 million employees. Through rigorous research, Gallup has identified 12 core elements -- the Q12 -- that link powerfully to key business outcomes. These 12 statements emerged as those that best predict employee and workgroup performance.

Questions	Score each question from 1-10; 1 being strongly disagree, 10 being strongly agree
1. Do you know what is expected of you at work?	
2. Do you have the materials and equipment to do your work right?	
3. At work, do you have the opportunity to do what you do best every day?	
4. In the last seven days, have you received recognition or praise for doing good work?	
5. Does your supervisor, or someone at work, seem to care about you as a person?	
6. Is there someone at work who encourages your development?	
7. At work, do your opinions seem to count?	
8. Does the mission/purpose of your company make you feel your job is important?	
9. Are your associates (fellow employees) committed to doing quality work?	
10. Do you have a best friend at work?	
11. In the last six months, has someone at work talked to you about your progress?	
12. In the last year, have you had opportunities to learn and	

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The Six Leadership Styles

Daniel Goleman's research found that leaders use six styles. Each springs from different components of emotional intelligence. Below is a summary of the styles, their origin, when they work best and their impact on the organization's climate and its performance.

Emotional intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions in ourselves and in our relationships.

-- Daniel Goleman, Working with Emotional Intelligence

	The leader's modus operandi	The style in a phrase	Underlying emotional intelligence competencies	When the style works best	Overall impact on climate
Commanding	Demands immediate compliance	"Do what I tell you."	Drive to achieve, initiative, self-control	In a crisis, to kick start a turnaround, or with problem employees	Negative
Visionary	Mobilizes people toward a vision	"Come with me."	Self-confidence, empathy, change catalyst	When changes require a new vision, or when clear direction is needed	Mostly strongly positive
Affiliative	Creates harmony and builds emotional bonds	"People come first."	Empathy, building relationships, communication	To heal rifts in a team or to motivate people during stressful circumstances	Positive
Democratic	Forges consensus through participation	"What do you think?"	Collaboration, team leadership, communication	To build buy-in or consensus, or to get input from valuable employees	Positive
Pacesetting	Sets high standards for performance	"Do as I do, now."	Conscientiousness, drive to achieve, initiative	To get quick results from a highly motivated and competent team	Negative
Coaching	Develops people for the future	"Try this."	Developing others, empathy, self-awareness	To help an employee improve performance or develop long-term strengths	Positive

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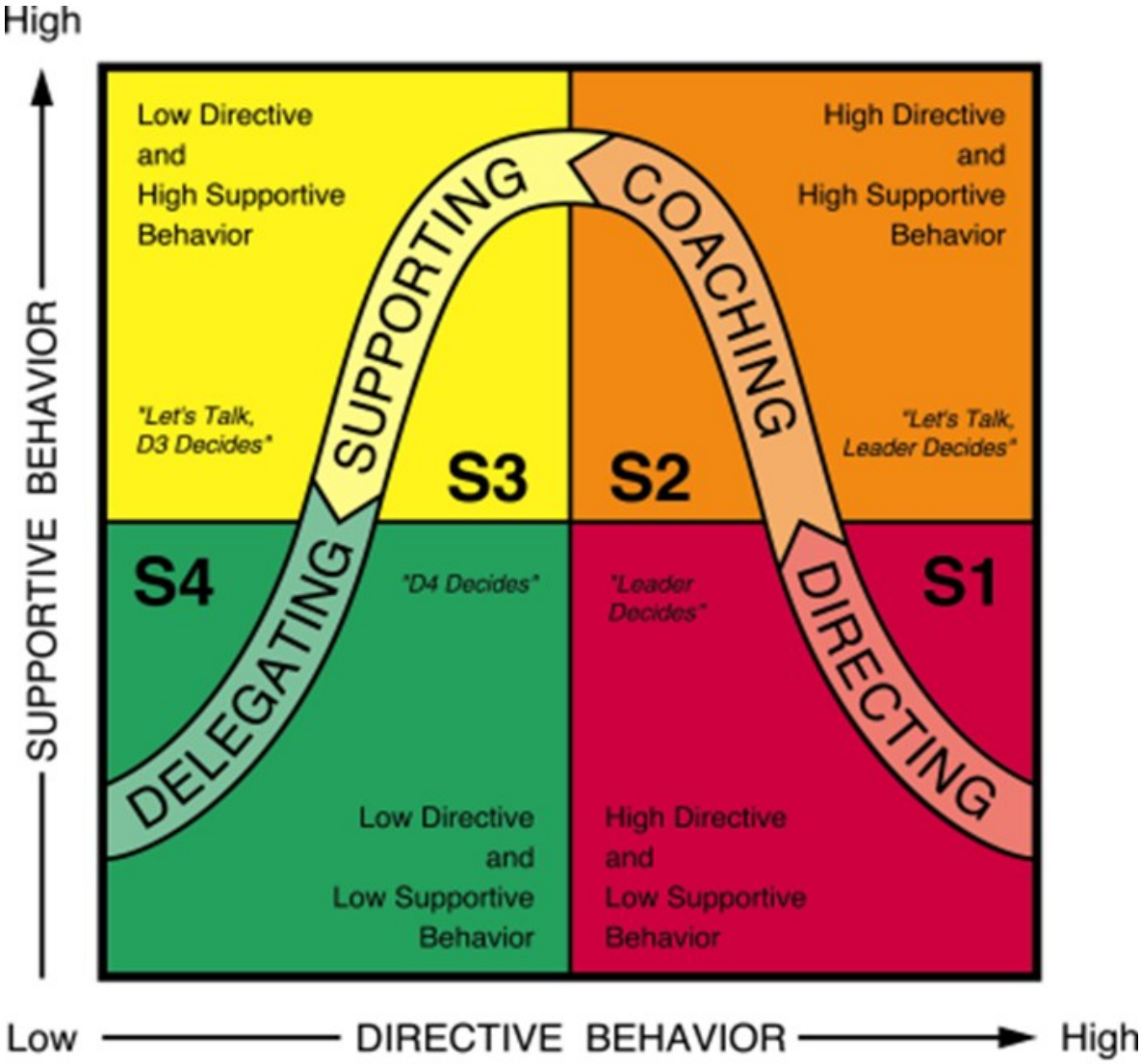
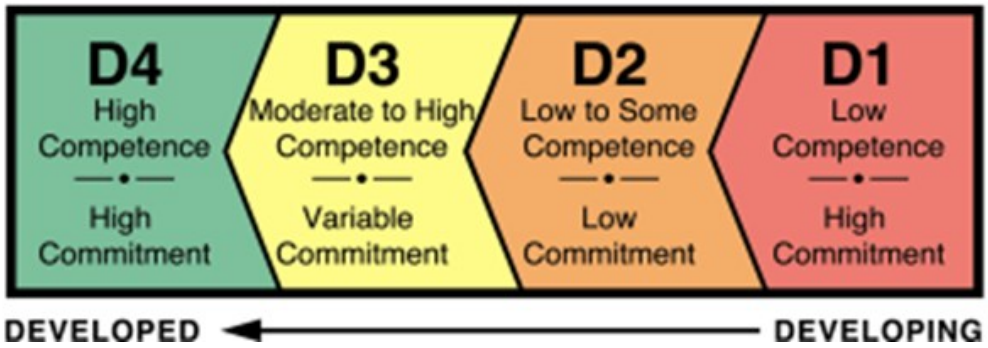
The SLII Model





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SLII Action Worksheet

Team Member			Date
Task / Goal	D1-4	S1-4	Leadership Actions
1.			
2.			
3.			
4.			

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Task / Goal	D1-4	S1-4	Leadership Actions
1.			
2.			
3.			
4.			

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Coaching

The GROW model is a framework of questions that aims to:

Raise awareness

Generate responsibility

….in the person being coached

Goal	***Objective*** Agree upon a coaching goal for the session, and ensure it aligns with short and long-term goals
Reality	***Objective*** Explore and understand the current situation and context
Option	***Objective*** Generate alternative solutions or course of actions, weighing up their pros and cons
Will	***Objective*** Confirm next steps, timeframes and validate commitment

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Coaching Questions

Goal setting for the session, as well as short and long term

Questions to use for goal setting:

What is it you want to discuss today?

What outcome are you seeking to achieve by the end of this session?

How does your goal fit with our Customer Vision/Objectives/Strategy?

What specifically is your goal?

Why is this goal important to you?

When do you want to achieve it by?

What intermediate goals can you set?

How will you know when you have achieved your goal?

What would success look like and feel like?

G

Reality checking to explore the current situation

Questions to use for checking reality:

How do you feel about the current situation? Who else is affected by this?

What is concerning you most?

What could be better about the current situation?

What is already working for you?

How does this currently impact on the customer?

What feedback have you had from your customers so far?

What action have you taken so far? What stopped you from doing more?

How much control do you have over this situation?

Who else has some control over it and how much?

R

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Coaching Questions

Options and alternative strategies or course of action

Questions to encourage creativity & consider options:

O

What ideas/options do you have?

What else could you do?

What would your customers suggest you do?

What would you do if you could start again with a clean sheet or a new team?

If you could anything, what would you do?

Would you like a suggestion from me?

What are the advantages and disadvantages of each of your ideas?

What impact would each idea have (on your customers and your colleagues)?

What resources would be required for each option?

Will - What is to be done, when and by whom

Questions to ask to gain commitment and will:

W

Which option or options do you choose?

What's the smallest step you could take today towards your goal?

What will you do next? By when?

What could stop you from taking these steps and what will you do about that?

Who needs to know what your plans are?

What support do you need and from whom?

When and how are you going to get that support?

On a scale of 1:10, how committed are you to taking these actions?

How confident are you that these actions will achieve your goal?

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Self Reflection

Learning – What are your key learning points from today?

Insights – Why were those key learning points important to you and how will they benefit you and your customers?

Action – What will you do differently as a result of this session?

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