

The I-GROW Model for Coaching

WAY FORWARD

*Commit to action/specific steps/
defined timing*

- What do you think is the next step? What are you doing to do? When?
- What obstacles might you face? Who can help?
- Who needs to know? What support might you need?
- What is the best way for us to follow-up on this?



GOAL

*Agree on topic for discussion/
long term goal*

- What problem are you trying to solve?
- What do you want to accomplish in this conversation?

OPTIONS

*Explore full range of options/offer
suggestions carefully*

- What would the ideal outcome look like?
- What ideas do you have to achieve this? What else could you try?
- Who else could give you a perspective?
- What option are you most drawn to?
- If your best option isn't available, what would be the next best thing?

REALITY

*Avoid or check assumptions/
invite self-assessment*

- What is happening now? What have you done so far?
- How is it impacting you? Others?
- If things don't change, what is likely to happen?
- What resources do you have to improve this situation?

Active Listening – 7 keys



Key 1 – Be attentive (*call-out window*):

Be attentive...with your mind, heart, and body language. 1 minute of full focus is more powerful than an hour of distracted and disinterested listening. Make eye contact, turn toward the person and focus your full attention on them. Fully engaging with the team member can lead to more meaningful, concise conversations.

Key 2 – Ask open-ended questions (*call-out window*):

Open ended questions require more than a “yes” or “no” answer. If the person you are talking with is giving you short or yes/no answers, then pause and ask a better, more open-ended question. These questions usually begin with What, How, and When. A best practice is to avoid using “Why” questions as this can place the team member in a defensive position.

Active Listening – 7 keys (cont.)

Key 3 – Ask probing questions (*call-out window*):

Probing questions go deeper into a conversation. Your first open ended question may be broad and wide. Your next question will come from their answer. Listen attentively to their answer and use it to prompt your next question. For example, “You mentioned x., help me understand what that means to you”. “What was the outcome of...” etc. What they **say** drives your next question - not what you **think**.

Key 4 – Request clarification (*call-out window*):

Active listeners don’t make assumptions about what people mean when they speak. They ask for clarification even if they THINK they know the meaning of what another person is saying. They ask, “Just so I am clear, when you say ‘she was upset’, how was she upset?” or “When you say, ‘trust’, how do you know when there is ‘trust?’” Clarify the meaning of the words used.

Key 5 – Paraphrase (*call-out window*):

Paraphrasing lets speakers know you are listening as you repeat back to them what you heard them say, but in your words, not theirs. For example, “So, you are frustrated with the change in protocol. Is that right?” This gives the speaker assurance not only that you are listening but also provides a space for them to self-reflect and ensure it really is what they mean. Paraphrasing provides speakers the opportunity to talk through a situation and better understand their own feelings about it.

Key 6 – Be attuned and reflect feelings (*call-out window*):

Reflecting feelings is important in active listening. You are listening to not only the words someone says but the feelings behind the words. Often, just naming and acknowledging the strong feelings someone has can lessen the emotional intensity. For example, “I can tell you really care about everyone doing the right thing”, or “I can hear that really upset you.” Even for the most logical person, attuning into to their feelings and naming them is validating. It tells them you have really heard their message, not just their words.

Key 7 – Summarize (*call-out window*):

To summarize is to put the main ideas of the conversation into your own words and reflect them back to the speaker. A little coaching tip – if you ever get stuck in a conversation and don’t know what to ask next, you can summarize and then ask, “Is that right?” Then, actively listen and ask a probing question based on their answer. It will get the conversation flowing again. You can also politely interrupt a person who seems to be on a rant or rambling with a simple summary. For example, “I’m sorry to interrupt. I just want to make sure I understand...” and then summarize what they have said so far.