

I-GROW Simulations - Narration script

(rev. 07/27/20)

Title page:

Welcome to Novant Health's I-GROW simulation learning experience. We're glad you are here to continue your development in becoming a more effective coach. When you're ready to start, please select the "Click here to begin" button or if you are using a mobile device, swipe this page to the left to advance.

Learning objectives:

Before reviewing the learning objectives, there are some housekeeping notes to share so that you have a great experience navigating this course. At the top of each page, the section title and page count are displayed. At the bottom of the page, you'll find a back, pause and forward button. If you are using a mobile device, you can swipe a page left or right. And finally, the narration script is linked to the book icon.

Now, let's review the learning objectives. In this simulation experience for using I-GROW, you will:

- Recall basic information about the I-GROW model and Active Listening keys.
- Explore a simulation by selecting different leader responses in a coaching conversation, some using I-GROW techniques and some not, to see how your selections impact the outcome.
- Utilize provided resources for future growth and development with using the I-GROW model and Active Listening keys.

When you are ready to continue, please advance to the next page for a brief review of what you learned in the previously completed instructor-led session. This will prepare you to begin the simulations later in this course.

The I-GROW model:

Let's take another look at the I-GROW model. You might recall from the classroom session that the arrows symbolize how the conversation flows into each phase and even back again. If you move to one phase and the conversation there points you back to an earlier phase, you can flow backward. Conversations guided by the I-GROW model can be as short as 5 minutes in the hallway or consist of several conversations over many meetings as each phase is explored. Whether the conversation is short or long, the I-GROW model works!

Also, a reference guide for both the I-GROW model and the Active Listening keys is linked to this page. You can save a copy to your desktop to use as a resource as you explore a simulation later in the course.

If you need a quick refresh for a particular phase, you can select the phase listed on this page to explore its details. After you complete your review, please advance to the next page a review of the active listening steps.

Goal *(call-out window):*

The Goal phase identifies the outcomes the other person wants to accomplish in the conversation. In it, you will clarify the focus and define measures of success.

If the Goal portion is skipped, there tends to be confusion in the conversation and limited progress. Also, without a goal, conversations are more likely to ramble on and on. Often coachees don't know exactly what they want from you until you give them a chance to pause and really get clear on their goal.

Reality *(call-out window):*

The Reality phase is where you and the coachee identify the actual situation. What is really happening and what has already been tried.

Through your questions, remember to focus the person on things that he/she is doing or feeling rather than allowing them to blame everyone else.

If the Reality portion is skipped, you won't know what is actually happening – the root cause. And so, when you get to Options, you'll be solving the wrong problem and things won't change for them.

Options *(call-out window):*

The options phase is where you help the coachee identify potential options for changing or improving the situation. **And remember, the coachee comes up with the options, not you!** This approach can lead to a genuine commitment to the way forward and enhance problem-solving skills. This phase might be completed in just one session or require multiple sessions. Use the questions shown here to go beyond just the first option suggested.

The Way Forward *(call-out window):*

The Way Forward phase ensures there are clear next steps and increases the Coachee's accountability.

Remember it is up to **them** to determine their "next steps". **They** take the notes on their next steps and report back to you if they choose for you to be an accountability partner.

If you run out of time while coaching, don't skip Way Forward. Schedule another conversation if you need to but ensure they decide on at least 1 specific next step before the conversation concludes.

The Active Listening model:

This Active Listening model from the Center for Creative Leadership is a powerful practice that can be applied to ANY conversation. Notice that these are KEYS to Active Listening Skills, NOT steps. They don't have to be done in a specific order and should be used as needed in the conversation. The more keys you can use in one conversation, usually the more heard a person will feel and leads to a more productive conversation.

If you need a quick refresh on any of the keys, you can select a key on the model shown here to explore its details. As a reminder, a link on the prior page is provided to a reference guide for both the I-GROW model and the Active Listening keys. You can save a copy to your desktop to use as a resource as you explore a simulation later in the course.

After you complete your review, please advance to the menu page to begin the simulations.

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.

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.

Main menu:

This is the main menu page for this course. From this page you’ll select a simulation to explore and the additional resources. After completing the simulation, the course returns you to this menu page to make another selection. A completed simulation will show a green button so you can track your progress. Please feel free to complete a simulation as many times as you wish so you can explore all of the paths the conversation may take, depending on what responses you choose for the leader. When you are ready to complete the course, select the Additional Resources option to access to the course completion page.

Also, the course automatically bookmarks your progress each time you exit. You **do not** have to complete the entire course in one sitting! When you return to the course, you’ll enter exactly where you left off. Now let’s get started! Please select the simulation to begin.

Simulation script is included in the “Simulation outline” linked to the additional resources page.

Additional resources:

Here on the additional resources page, you may select each of the linked documents which feature content associated with this online course:

When you are ready to move this course to your completed transcript, select the “Click here for course completion” button.

Course credit question is answered:

Congratulations, you have completed this simulation learning experience! So, you now have some options...

To receive completion credit right away, close the browser window displaying the course and then the course will move to your completed transcript.

If you want to stay in the course and review it further, then page backwards to return to the main menu page. Also, your completed course will be available for review at a future time by accessing your completed transcript in I-Learn. Before you exit, be sure to save a copy of all of the additional resources linked to this course.

And, please be sure to remember to follow the Connect Community for I-GROW to stay connected with current events and topics related to becoming a more effective coach.

Thanks for your participation!