

Coaching & Mentoring

The G.R.O.W. Model

The GROW model helps you organize your coaching process in a flow that identifies the goal first and ends with putting a plan together. Here are the details of the GROW model:

- **Goal setting:** a goal has to be set in order to give direction and purpose to the coaching session. Ambiguous goals are usually never achieved. Setting the goal first shapes your discussion with your employee and sets the tone.
- **Reality check:** both you and your employee must come to terms on the current state or level of performance or any issues that are causing breakdowns. Getting to the bottom of the problem begins with identifying it and claiming. From there obstacles are better identified.
- **Options developed:** here you and your employee explore action steps that will help them improve their performance. Usually goals options that are prefabricated by an employee's manager result in poor buy-in and missed goals. Allow your employee to explore options they develop.
- **Wrap it up with a plan:** once you nail down an option or two, it is time to strike it down on paper so to speak. If it is not written down, it won't happen. Creating a well defined plan is essential in order to know the direction you need to go and to demonstrate success or failure.

SMART Goals

- **Specific:** Ask what needs to be done? The goal must be clear. It cannot be a general statement like be better at sales or be more organized.
- **Measurable:** Place some form of measurement that is easily verifiable to the goal.
- **Attainable:** Make sure the goal is not too much at one time to complete. Setting huge goals will lead to failure because the employee will see it as impossible.
- **Realistic:** Take in to consideration any learning, mentoring that has to take place or habits that have to be broken first before you set your employee's goal.
- **Timely:** Always set a time limit or timeframe.

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IRA steps

Obstacle Identification and Removal:

- **Identify** the obstacle: Have a frank discussion with your employee and determine what is blocking their performance. Waiting for them to give you the information voluntarily will probably not happen.
- **Root out the cause:** Many times underlying emotions or problems may be the cause of the obstacles. Ask probing questions and jot down answers. You might realize they have a fear that must be addressed.
- **Antidote** given: A remedy to the situation is needed in order to get past this obstacle. Brainstorm with your employee on ways to remove the obstacles. In some cases, you may have to try several different antidotes. Be patient if the cause is genuine.

LAMA Process

The LAMA process is designed to approach the planning activity in a consistent and efficient manner.

- **Learn:** some form of learning should take place. It could be a variety of activities. Mentoring with a peer, reading a book, taking a course, are some examples of learning opportunities you may implement.
- **Apply:** implement what was learned soon after learning is completed.
- **Measure:** agree on a method of measuring when and how the new learning is used on the job. You can perform observations, or have your employee track it on a worksheet you developed. The idea is to monitor the use of the new knowledge.
- **Assess:** review the impact of the new skill on the performance metric being improved. Any success should be attributed to the new skill and encouraged.

Getting Motivated

- Be consistent in your coaching.
- Be respectful with your employees.
- Be caring and watch your employees' behavior for signs of personal issues.
- Be flexible and find ways to reward you employees with non-monetary items.
- Be a cheerleader and celebrate even the smallest of successes.

Building Trust

1. Maintain positive body language
2. Listen to them intently and speak less
3. Always respect your employees
4. Keep things confidential & keep promises
5. Be honest and transparent
6. Be confident & tell them you believe in them.