

# Help People GROW

## LEAN 2019

10/8/2019



# What we're going to do

- Introductions
- Warm-up instruction
- Warm-up practice
- GROW instruction
- GROW practice! Very serious.
- Wrap up

# What is Thrive At Work?

- We're an organizational development company dedicated to making work a better experience for everyone involved.
- To that end we do workshops, classes, consulting, coaching, research and invent tools.
- Our partners include a scientist, a management expert, and a wellness/career coach.
- We're human-centered! Heck yes!



# Dr. Damon Drown, Chief Scientist

- Passionate about helping people get better information through research
- Was head of Leadership Evaluation at Microsoft and on the leadership research team at Amazon
- Before that he was a professor at Portland State University
- Just had a baby girl!



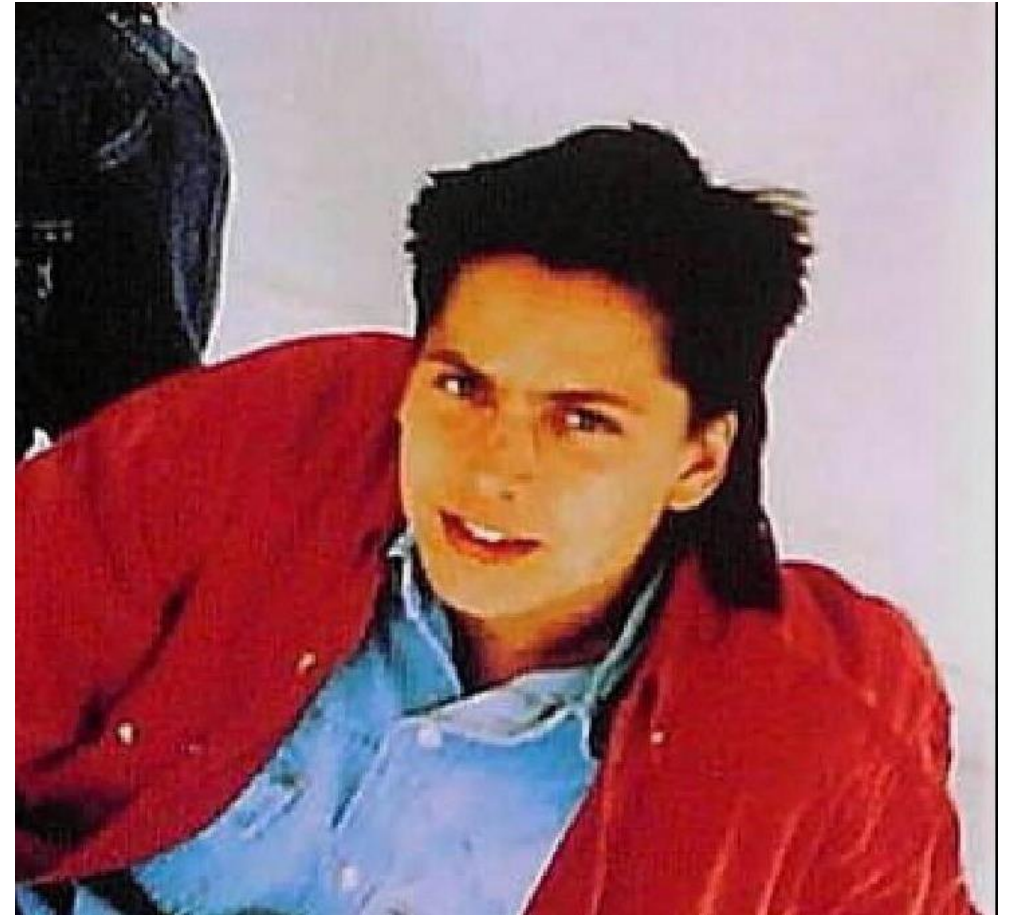
# Doric Olson

- Passionate about helping teams work better together
- Was an executive manager at L&I from 2008-2017
- 2013 recipient of the Governor's Award for Leadership in Management
- Loves sword fighting. Look out!



# John Utter

- Passionate about personal growth and development
- Career & wellness consultant/coach
- Wrote career guide in Al Gore's National Performance Review
- Had a big record deal with a group called Bounce The Ocean – and a wicked mullet!



# Session Overview

The most consistent complaint we hear when someone is upset in the workplace is “They don’t care” and “They don’t listen”.

# Our Study

We did a quantitative study of over 1200 people internationally. It turns out that people need four basic things from their managers and people around them:

- **Competence support:** Help getting the work done right
- **Belonging support:** Being acknowledged, inclusion
- **Learning support:** Shared growth & discovery
- **Embodiment:** Integrity, responsibility, walk=talk

All of the above **build trust** in different ways.



# Our Study & GROW Coaching

- What we love about GROW is that it helps with all four of these needs.
- GROW helps people **embody** their goals through a mutual process that builds **competence**, **belonging**, and **learning** for both parties.
- When people truly **embody** their goals you can't stop them. You don't have to *hold* them accountable, they are self-accountable!

# Warm-Up Instructions

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- We're all going to practice coaching with each other in pairs
- One person will be the coach and the other will be the learner
- Your partner for the warm-up will be your partner for the rest of the session

# Warm-Up Instructions

- The coach will ask the learner, “What do you enjoy?”
- The job of the coach, after asking the question, is to listen
- The coach can ask some clarifying questions that invite the learner to get themselves across fully, such as:
  - “Clarify that”
  - “Repeat that”
  - “Expand on that” or “Tell me more”
  - “Summarize that”
- Coaches please keep to the above questions for now

# Warm-Up Example

# Warm Up Exercise. Let's Do It!

- The question is, “What do you enjoy?”
- The Coaching questions are:
  - “**Clarify that**”
  - “**Repeat that**”
  - “**Expand on that**” or “**Tell me more**”
  - “**Summarize that**”
- Please keep to the above questions for now
- We'll have about **1 minute** for each person to share

# How Did the Warm Up Go?

- What did your coaches do well in terms of helping you feel supported?
- Coaches, how was it to stick with only clarifying questions?
- Did anyone feel like they were able to really **embody** what they enjoy during that session?

# Moving Forward

- Coaches, your facial affect and posture – your actual interest in what your learners are saying is absolutely key to creating **Belonging Support**.
- When we feel that bonding with another person then our brains produce oxytocin; a feel-good hormone that promotes well-being, longevity, and prepares us for optimal learning experiences.
- That bonding, that **Belonging Support** is really crucial as a springboard for learning. This should help us as we move to **GROW** coaching.



# GROW Coaching Instruction



# Your Coaching Tools

## Sheet 1 Help People G.R.O.W.

Use this guide to help define goals, find the best routes for accomplishing them, and to gain commitment for your projects or when coaching others.



### 1. Goal Definition

Create a SMART goal: one that is Simple, Measurable, Attainable, Relevant, and Time-bound.

**Prioritize.** Identify what is most important and urgent.

**Clarify.** Identify how you will know when goal is reached.



### 2. Reality Check

**Identify: Actions.** What is being done? What is not being done?

**Resources.** Identify current resources.

**Barriers.** Determine what is getting in the way.

**Viewpoints.** Identify what is clear and not clear about the project.

**Strengths.** Determine what is most meaningful, most energizing, and what is working well.



### 3. Options

**Explore: Actions.** Identify different ways this has been handled successfully in the past.

**Resources.** Identify resources that might help (i.e. people, places, budget, materials, time).

**Barriers.** Find different ways to remove barriers.

**Viewpoints.** Establish other ways to view the issue, including how other's might see it.



### 4. Way Forward

**Choose resources.** Determine how you will obtain needed resources.

**Remove barriers.** Identify which barriers you will remove.

**Apply strengths.** Identify the most meaningful, energizing and effective steps to take.

**Commit to action.** Determine which actions you can actually commit to.

Take the first step!



Want to Learn more?  
Go to: ThriveAtWork.com  
Email us: Info@ThriveAtWork.com  
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## Sheet 2

## G.R.O.W. Questions

### Goal Definition

Help a person realize and define what they truly want to do. Goal definition is a process of creating a clear vision regarding what needs to be done and by when.

Use the SMART goal guidelines as a check to see if the goal is manageable enough for potential short-term success.

- **Simple.** If a goal is too complex, break it down into sub goals that all meet the SMART criteria.
- **Measurable.** Is there a way to know for sure if the goal has been accomplished? Sometimes you won't know this until the "Way Forward" step. Measurements can be subjective. For instance, if someone wants to, "be happier" you could ask them to rate their present happiness on a scale of 1 to 10. Then you could ask them how much happier they want to be.
- **Actionable.** "I want to be an astronaut" might not be immediately actionable but researching the right educational path to be an astronaut probably is.
- **Relevant.** Smaller goals should fit in the context of larger duties, purposes or values.
- **Time-bound.** Someone might want to move from a 4 on the happiness scale to an 8. Okay, maybe that's a good goal for the year. Chunking this big goal down to a weekly or monthly goal might be simpler and more actionable.

### Helpful Questions for Defining the Goal

- What would be the most helpful thing we could accomplish in the next \_\_\_ minutes?
- If a miracle happened, what would be different?
- How would others define success in your situation (i.e. stakeholders, customers, etc)?
- How will you know when you have reached the goal?
- Imagine you've completed the project successfully. What have you accomplished?

### Root Cause

- What is the presenting issue?
- At what level does this issue exist?
- What is the root cause of the issue?

### Reality Check

#### Actions

- What are you currently doing to meet your goal?
- What are you not doing, that you think might be helpful?

#### Resources

- Who do you know that might help you reach your goal?
- What do you have in your possession that might help you reach your goal?
- What kinds of resources might be helpful in meeting your goal?

#### Barriers

- What's in the way of meeting your goal?
- What are you doing that's preventing you from reaching your goal?
- What information is lacking?
- What can't you find out that might help you reach your goal?

#### Checking self-sabotage

- What is frightening about reaching your goal?
- Would meeting your goal make other things worse?
- Who wouldn't like it if you met your goal - why?
- Is meeting your goal coherent with other important values you hold?

#### Viewpoints

- What is clear about the situation?



# Four Stages of GROW

GROW coaching is a little like our first exercise, and it provides a structure that guides the learner toward **embodied** action.

GROW coaching has four stages to it:

1. **Goal:** What do you want to accomplish?
2. **Reality:** What are existing pros and cons?
3. **Options:** What are potential ways forward?
4. **Way Forward:** A commitment to action

# GROW Coaching Example

# What Does the Coach do?

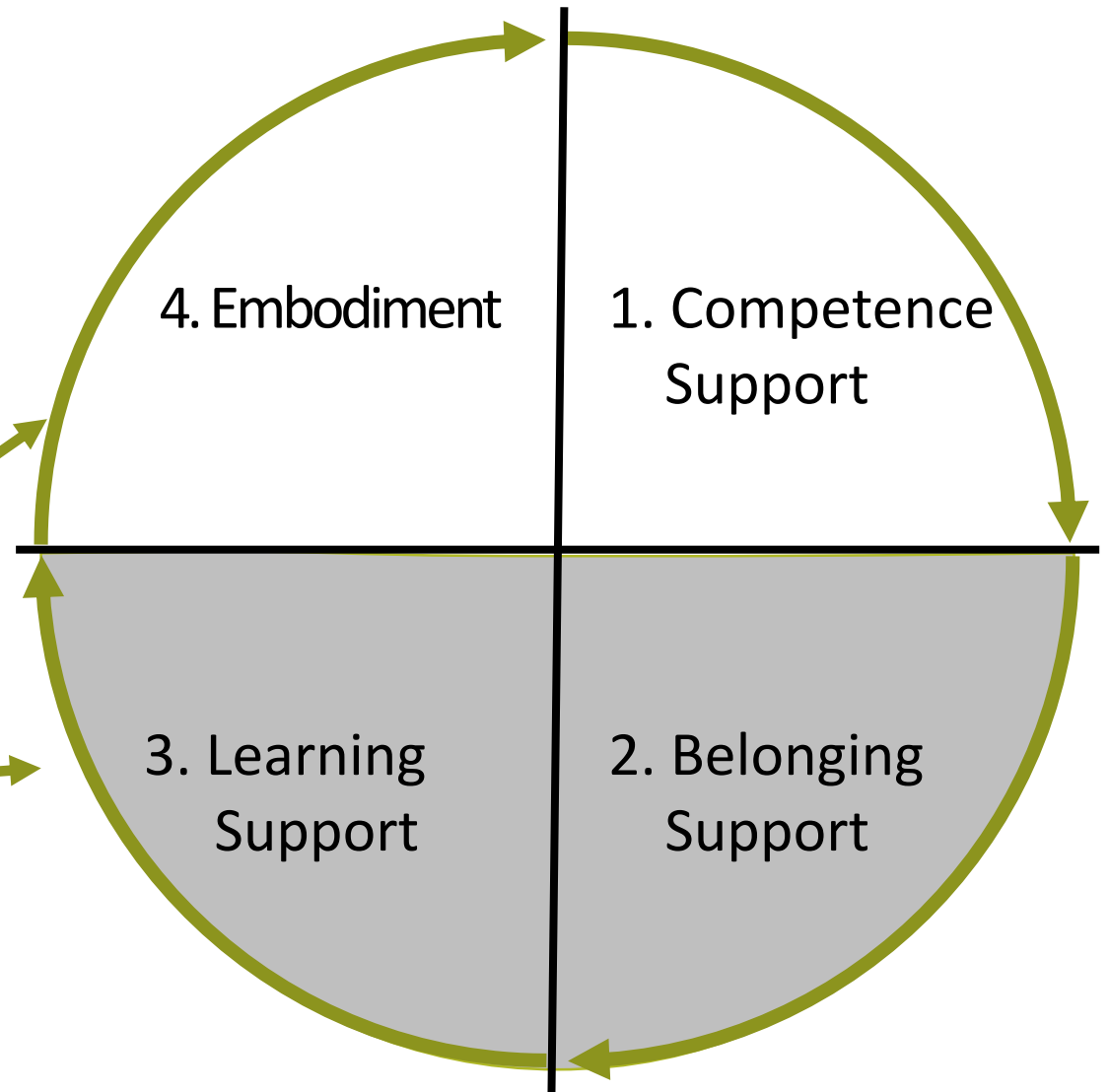
- Mainly concerned with helping the learner explore what the learner knows
- Asks open-ended questions that help guide the other person toward a solution they can embody
- For these next GROW sessions, **really avoid giving advice.**
- Instead, focus on asking the best questions
- **Keep the spotlight on the learner!**

# GROW Is A Journey

GROW especially helps people & teams move through the unknown.

 Known

 Unknown



# The GROW Coaching Exercise

- Each of you will have **10 minutes** to coach the other
- When you're coaching, *intend* to guide your partner to an *embodied* commitment using the questions supplied on your worksheets
- Don't worry too much if you don't complete it
- There's value in every step of the GROW process

# Your Turn!

- Partners, choose who will be the coach first
- Learners, decide on a challenge you'd like coaching on



# Coaches, Remember...

- Help the other person **explore** what they know
- **Use the worksheet liberally for questions!**
- Avoid advice giving
- **Keep the spotlight on the learner!**

# Congratulations! How'd it go?

- What is your trust level with your partner?
- In what ways did you feel supported?
  - Competence?
  - Belonging?
  - Learning?
  - Embodiment?

# Uses for GROW

- Gemba Walks: Use GROW to learn about what's going on and help others find the way forward
- Coach anyone who works for you
- Coach groups
- Coach peers
- Coach up the organizational hierarchy to managers & leaders

# Continue your Journey!

- Take a course
  - We offer a Building Resilient Teams certificate program.
- Assess your Support IQ
  - Leadership assessment, Self assessment, Team assessment
- Get custom training
  - We LOVE to doing custom workshops for teams!
- We are creating a workplace where we can bring our humanity to work with us!
- Visit [www.thriveatwork.com/lean](http://www.thriveatwork.com/lean) for presentation slides and pdf files of the materials



We Hope This Helped Make Your Work  
Better!



# THANK YOU!!

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