HRD*
A LEADERSHIP DEVELOPMENT COMPANY

Coaching and Accountability

A participant guide to using GROW and making follow-through clear

Use coaching questions to help someone think through an issue and own a next step. Make the agreement visible by naming the action, owner, timing, support, and check-back.

Choose the tool that fits the moment

FEEDBACK	COACHING	ACCOUNTABILITY
Share an observation, name its impact, and clarify a needed change.	Ask questions that help someone explore their view, goal, and options.	Agree who will do what, what support is needed, and when to check back.

One conversation may use all three. Direct guidance is useful when urgency, safety, a clear standard, or a manager-owned decision calls for it.

GROW question guide

GROW is a guide, not a script. Follow the person's thinking and return to the goal when needed.

G | GOAL Name the outcome that would make this conversation useful. · What would you like to be different? · What would success look like?	**R | REALITY** Understand facts, prior attempts, barriers, and what is working. · What do we know? · What are we assuming? · What support is missing?
O | OPTIONS Generate possibilities before choosing one. · What else might work? · What has helped before? · What support could help?	**W | WAY FORWARD** Choose an action and make the follow-up clear. · What will you do, and by when? · What help do you need? · When shall we check back?

Before you choose a plan

Separate facts from guesses. Ask what you still need to learn before deciding why something happened or which option is best.

Case Lab

Build one written GROW map. No role-play is part of this exercise.

THE SITUATION

A colleague has missed the agreed deadline for a routine update twice. Another person depends on the update to finish their work. The colleague says work has been heavy. The manager wants a reliable plan the colleague owns.

Sort what you know

FACTS WE KNOW	WHAT WE STILL NEED TO LEARN

Complete the GROW map

Write one useful question for each stage. In Way Forward, record the complete agreement.

G | GOAL	What outcome would help both people?
R | REALITY	What do we know? What should we ask before assuming a cause?
O | OPTIONS	What are two possible ways to improve follow-through?
W | WAY FORWARD	What will happen, who owns it, by when, with what support, and when will you check back?

Check the agreement

A workable Way Forward names each of these:

☐ **Action** ☐ **Owner** ☐ **Timing** ☐ **Support** ☐ **Check-back**

One next move

One question I want to try or follow-up I can make more explicit:

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