HRD*
A LEADERSHIP DEVELOPMENT COMPANY

INDIANA DONOR NETWORK



Coaching & Accountability

Using GROW to support ownership and follow-through

Elevate—The Development Process



Between Sessions: application exercises, accountability partner connection, follow-up and reminders

Today’s session

0–10	What gets in the way of follow-through?
10–15	A vague request and a clearer one
15–35	Learn the GROW model
35–70	Build and check a written case map
70–82	Share table thinking and compare a sample
82–90	Choose one next move and review next steps

Choosing the Moment and Setting

TIMING

- Soon enough that the details are useful
- After you can be specific—not unload frustration
- When the other person can engage

SETTING

- Corrective or sensitive: private
- Recognition: public only if welcomed
- Complex or emotional: conversation first

The test: Does this choice protect dignity and make dialogue possible?

Urgent risk: intervene immediately. Debrief when the situation is stable.

One Conversation, Start to Finish

As we read it together, identify for yourself where each part begins—and where the receiver could respond.

PERMISSION	“Can we take five minutes to talk about this week’s status report?”
OBSERVATION	“The report was due Monday and arrived Wednesday afternoon.”
IMPACT	“The operations team could not finalize its update for Tuesday’s review.”
QUESTION	“What got in the way, and what needs to change for next week?”
FOLLOW-UP	“Let’s agree on the plan and check in Friday.”

Feedback

- Is about performance improvement
- Should always be timely
- Is usually one-way

Coaching

- Is about growth & development
- Can take place anytime
- Is two-way
- Is especially important when accountability is lacking



Coaching

- Helping someone unlock their personal potential and move toward action
- We do not give the answer in coaching; instead, we ask questions to bring about the solution.
- **Growth and learning do not come from hearing something; they ONLY come from application and reflection!**



What gets in the way of follow-through?

Think about which one you see most often.

1. The expectation was not clear
2. Other priorities took over
3. A skill, resource, or decision was missing
4. The person did not raise an obstacle
5. No one checked back

30 sec: choose one | 1 min: share an example with your table

“Take more ownership” leaves too much unsaid

Compare the requests. Which gives the person more to act on?

VAGUE

“Please take more ownership of the weekly update.”

CLEARER

“Send the weekly update by 2 p.m. Thursday. If you need a decision or resource, tell me by Wednesday so I can help. We’ll check in Friday morning.”

The GROW coaching model

A simple path from an issue to a next step.



GOAL	REALITY	OPTIONS	WAY FORWARD
What do you want to achieve?	What is happening now?	What could you do?	What will you do next?

GROW is a guide, not a script.
The manager asks; the employee works through the issue and chooses the next step.

G | Goal

Choose one question that would make the desired outcome clearer.

- What would you like to be different?
- What would success look like?
- What would make this conversation useful?

A useful goal is specific enough to guide the conversation.

R | Reality

Separate what is known from what you still need to learn.

KNOWN

What did we observe?
What has already been tried?
What is working?

STILL TO LEARN

What is getting in the way?
What support is missing?
What assumptions need checking?

Separate facts from guesses.

O | Options

Before choosing, name at least two possible solutions or steps.

“What could you try?”

What else might work?

What has helped in a similar situation?

What would you advise someone else to consider?

What support or resource could make this possible?

W | Way Forward

Check the action, owner, timing, support, and check-back.

ACTION	What will happen?
OWNER	Who will do it?
WHEN	By when?
SUPPORT	What help is needed?
CHECK-BACK	When will we revisit it?

“What will you do, and when shall we check back?”

Case Lab | Read and sort the case

No role-play. Use these 3 minutes to read, sort what you know, and choose a scribe.

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.

1. Mark the facts we know
2. Mark what we still need to learn
3. Assign a scribe for the GROW map

Table deliverable | One GROW map

1 min: think quietly | 12 min: build one map | 2 min: choose a line to share

G What needs to happen so the next person can finish their work?

R What do we know? What should we ask before assuming?

O What are two possible ways to improve follow-through?

W **What will the colleague do, who owns it, by when, with what support, and when will you check back?**

Check your Way Forward

3 minutes: read your group's Way Forward and add anything still unclear.

ACTION + OWNER + WHEN

What will happen? Who will do it, and by when?

SUPPORT + CHECK-BACK

What support is needed? When will you check on progress?

Add any detail your group still needs to agree on.

Debrief | Two table share-outs

1. TABLE 1 | Share one Reality question that checks what you know before assuming a cause.

2. TABLE 2 | Share the full Way Forward agreement: who will do what, by when, with what support, and when you will check back.

3. **EVERYONE | Listen for one question or next step you want to use.**

Written case discussion. Brief report-outs.

One possible GROW map

2 minutes: compare the sample with your map and the table share-outs.

G | GOAL	A reliable update so the next person can finish their work.
R | REALITY	Known: two late updates and a heavy workload. Ask whether the deadline was clear and what is getting in the way.
O | OPTIONS	Block time to prepare it; send an early partial update; or flag a missing decision by Wednesday.
W | WAY FORWARD	**The colleague sends by 2 p.m. Thursday; flags a blocker Wednesday and asks the manager to help clear it; checks in Friday morning.**

Use this as one possible answer, not the only right answer.

One next move

2 minutes: write privately. Sharing is optional.

“In a coaching conversation, I can ask…”

Write one GROW question you want to try in a coaching conversation coming up.

If you finish early, think about when you will use it.

Action Items Prior to Next Workshop

- Have the coaching conversation you need to have. Bring your challenges and wins to our final workshop!
- Complete your post-series skills assessment (link will be emailed by HRDPrograms@hrdleadership.com)
- **BONUS**: Share your Leadership Growth Story using the link you get from Ali (You have a 1 in 5 chance of winning a $50 Amazon gift card!)

Share your Leadership Growth Story QR Code →

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