

The GROW Model helps both managers and employees ask thoughtful questions throughout each phase of MassPerform.

GROW Model	Questions to Ask
Goal	<p>Set Expectations</p> <ul style="list-style-type: none"> ✓ “How do these goals align with the business/team goals?” ✓ “How will you know you have accomplished this goal?” ✓ “How will these goals stretch you?” <p>Check-in</p> <ul style="list-style-type: none"> ✓ “How would you assess progress to date?” ✓ “Are these expectations still realistic?” <p>Development</p> <ul style="list-style-type: none"> ✓ “What do you want to achieve in this conversation?”
Reality	<p>Set Expectations</p> <ul style="list-style-type: none"> ✓ “How do you see as this expectation moving the unit/ agency forward?” ✓ “What constraints or limitations might get in the way?” ✓ “How would removing the barrier or constraint change things?” ✓ “What is needed to overcome these obstacles?” ✓ “Is this timeframe realistic?” ✓ “What can I do to help?” <p>Check-in</p> <ul style="list-style-type: none"> ✓ “What issues, circumstances, or factors to date have influenced your progress?” ✓ “What is working well, at this point?” ✓ “What’s the real challenge here, for you?” ✓ “And what else?” ✓ “What skill(s) could you use differently?” <p>Development</p> <ul style="list-style-type: none"> ✓ “What are your short and long-term career goals?” ✓ “What specific career move do you want to make?” ✓ “What parts of your current job do you find most satisfying and why?” ✓ “What parts are less satisfying and why?” ✓ “What are your key skills and strengths?” ✓ “What skill(s) could you use differently?” ✓ “What is a critical development area for you?” ✓ “What is influencing your desire to grow in this area?” ✓ “Are your goals realistic?” ✓ “How should I monitor progress against these goals?” ✓ “What is the potential impact of this development?”

GROW Model	QUESTIONS to ASK
Options / Obstacles	<p>Set Expectations</p> <ul style="list-style-type: none"> ✓ "What actions would you take to achieve this expectation?" ✓ "What might get in the way of success?" ✓ "What barriers, obstacles or constraints stand in the way of your accomplishing this goal?" ✓ "How will you plan to overcome these obstacles?" <p>Check-in</p> <ul style="list-style-type: none"> ✓ "What critical steps you should focus on next?" ✓ "What would you do differently to be more effective?" ✓ "What is getting in the way of success?" ✓ "What other approaches would you suggest?" ✓ "What would you like to do differently?" ✓ "And what else?" ✓ "What do you think?" ✓ "What has worked in the past?" ✓ "What do you want?" ✓ "If we are saying "yes" to this, what are we saying "no" to?" ✓ "What help/support would you like from me to help you stay on track/build new skill?" <p>Development</p> <ul style="list-style-type: none"> ✓ "What do you want?" ✓ "How would you go about building new skill?" ✓ "What types of experiences, coaching, and/or learning do you need to fulfil your aspirations?" ✓ "What critical steps you should focus on next?" ✓ "What obstacles, if any, may get in the way?" ✓ "What's the real challenge here, for you?" ✓ "If we are saying "yes" to this, what are we saying "no" to?" ✓ "As your manager, how can I help?"
Way Forward	<p>Set Expectations</p> <ul style="list-style-type: none"> ✓ "Are you committed to this plan?" ✓ "When and how shall we Check-in to review progress?" ✓ "What feedback do you have for me?"
Empathize to Manage Emotion	
<ol style="list-style-type: none"> 1. Reflect the <u>feeling</u> (name it!) 2. Summarize the <u>reason</u> for the feeling. (why do they feel this way?) 3. STOP talking and let the other person respond. 	
<p>You're /It's _____ when _____.</p> <p style="text-align: center;">(feeling word) (summarize the reason for the feeling) STOP</p> <p>The fact that _____ makes you _____.</p> <p style="text-align: center;">(summarize reason) (feeling word) STOP</p>	

Helpful Guidelines

Setting Expectations

- Take your time to do this well: Clear expectations are key to an effective relationship with your team.
- Check you have clarity of your own expectations before having this conversation.
- Remember expectations must be tangible and measurable, not just aspirational.

Exchanging Feedback

- Avoid delivering feedback when you are angry.
- Motivated employees want to know how they are doing – so provide timely, specific, and balanced feedback. Doing so eliminates any surprises at Wrap Up.
- When providing feedback, be specific and describe the impact actions taken or skills used had on other people, processes, and progress both positive and negative.
- Collaborate by pausing and asking for a response.
- Ask open-ended questions to understand the employee's perspective.
- Don't avoid the tough conversations. Most employees find it's the critical, constructive feedback you offer that is most helpful.
- When receiving feedback, consider the impact of your behavior on the situation/employee. What specific actions will you take to change that impact?