

LEADERSHIP GUIDE

Coaching for Impact

Using the GROW Model to Lead
with Clarity and Confidence

A Structured Approach to Better Conversations, Improved Performance, and Higher Engagement

Why The GROW Model Matters Now

Across the public sector, leaders are under pressure to deliver more with less: faster results, tighter budgets, and increasing scrutiny. In this environment, leaders often fall into the habit of fixing problems instead

of developing people. The result? Teams become dependent, leaders burn out, and capability stalls.

Great leaders don't fix every problem. They coach people to solve them.

The GROW model gives leaders a structured and practical way to coach.

It helps you have better conversations that build ownership, clarity, and performance, without adding more to your workload.

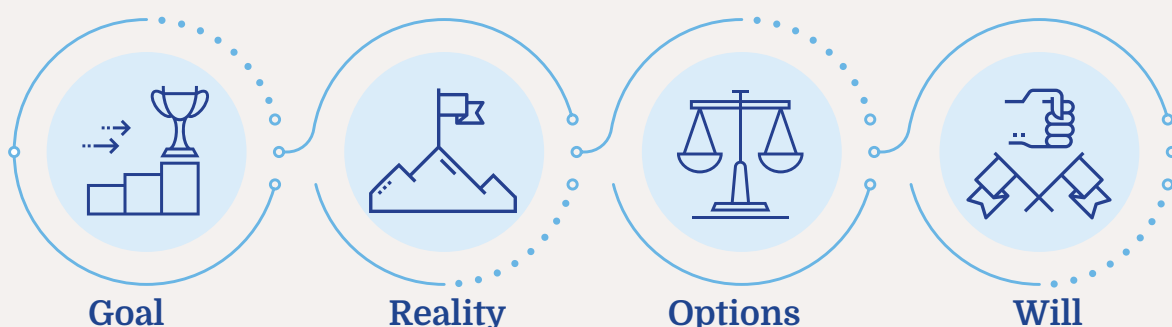


What Is the GROW Model?

The GROW model is a simple four-step coaching framework designed to help people think clearly, act decisively, and take ownership of their growth. It guides conversations through four stages: **G-R-O-W**

Stage	Purpose	Guiding Question	Example
G – Goal	Clarify what success looks like	<i>"What do you want to achieve?"</i>	<i>"What outcome are you striving for here?"</i>
R – Reality	Understand the current state	<i>"What's happening right now?"</i>	<i>"What's getting in the way?"</i>
O – Options	Explore alternatives and possibilities	<i>"What could you try differently?"</i>	<i>"Who else could help?"</i>
W – Will	Commit to action and accountability	<i>"What will you do next?"</i>	<i>"When will you start?"</i>

GROW helps people think for themselves, plan clearly, and act with accountability.



Why the GROW Model Works

GROW is used by coaches and leaders around the world, including across government, because it is structured, safe, and scalable. It works because it:



- ✓ Builds clarity by helping people define what success looks like
- ✓ Creates ownership because your team member generates the solution, not you
- ✓ Reduces leader overload by shifting problem-solving to the team
- ✓ Strengthens trust through curiosity instead of command
- ✓ Embeds accountability by ending each conversation with clear actions

Every time you use GROW, you build one more capable thinker on your team.

Who Should Use the GROW Model

- » Public sector leaders and managers seeking to lift performance through better conversations
- » Emerging supervisors who want to coach, not command
- » Executives and directors leading through complexity who want to create clarity and capability in their teams

If you have ever left a one-on-one feeling like you did all the talking, this model is for you.

How and When to Use the GROW Model

The power of GROW is in its simplicity. It can be used in any structured conversation, from quick check-ins to performance reviews.

“The GROW model is flexible. Use it whenever you need clarity, accountability, or growth.”

Elizabeth Kingston, CEO,
Kingston Human Capital

Use the Grow Model in One-on-One Conversations

Use GROW to turn performance and development discussions into two-way coaching conversations that build ownership and accountability.

How to apply it:

- ① **Begin with Goal:** “What outcome do you want?”
- ② **Explore Reality:** “What’s happening right now?”
- ③ **Open up Options:** “What could you try differently?”
- ④ **Confirm Will:** “What’s your next step?”



Tip: Resist the urge to fix it. Let the person think out loud before you add your perspective.



Use the Grow Model in Team or Project Meetings

Apply GROW in team settings to focus on outcomes, not blame, and make continuous improvement a shared habit.

How to apply it:

- » **Goal:** “What were we trying to achieve?”
- » **Reality:** “What actually happened?”
- » **Options:** “What could we do differently next time?”
- » **Will:** “What will we commit to changing?”



Outcome: Teams share accountability and learn from each cycle instead of repeating mistakes.

Use the Grow Model in Development and Capability Conversations

Use GROW to guide mentoring, capability planning, or career development sessions that inspire self-direction.

How to apply it:

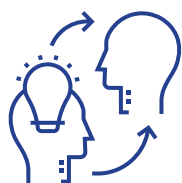
- » **Goal:** "What do you want to develop next?"
- » **Reality:** "What strengths or experiences are you building on?"
- » **Options:** "What could you do to gain that experience?"
- » **Will:** "What is one thing you will do this month to move forward?"



The goal is not to ask every question. It is to stay curious and help people think for themselves.

Mini Example

When one Queensland department used GROW in monthly check-ins, team members began coming prepared with their own ideas. Leaders spent less time firefighting and more time developing capability, and accountability rose almost immediately.



Tip if You're Going to Use the GROW Model

- » Stay curious, not directive, ask questions, don't tell
- » Let silence do some of the work
- » Always close with next steps and clarity to build accountability

When to Use the GROW Model

Use GROW whenever you need a structured, outcome-focused conversation.



Use GROW When...	Purpose
A team member is stuck or unclear	To help them problem-solve
You are holding a one-on-one	To build clarity and accountability
You are debriefing a project	To capture lessons learned
You are planning development	To create ownership of growth
You are preparing feedback	To focus on progress, not fault

"GROW creates a rhythm for performance without the formality of traditional reviews."

*Michelle Bassett,
Director, Kingston Human Capital*

Reflect as a leader

When was the last time a team member solved a problem without you stepping in first? GROW makes that moment happen more often.

"When you coach with structure, you lead with confidence."

Elizabeth Kingston, CEO, Kingston Human Capital



What You Can Expect

When leaders consistently use GROW, the impact is felt across every level of the organisation.

Leaders experience:

- » Less stress and fewer recurring problems
- » More proactive, capable team members who take initiative
- » Clear visibility of progress, priorities, and accountability

Teams experience:

- » Stronger ownership of outcomes and shared responsibility for results
- » Greater confidence in problem-solving and decision-making
- » Higher levels of engagement, collaboration, and trust

Individuals experience:

- » A stronger sense of empowerment and autonomy
- » Greater confidence in their ability to create solutions
- » Less micromanagement and more trust from their leaders
- » Increased motivation and pride in their work

“When everyone thinks and acts like a problem solver, performance begins to take care of itself.”

Gerard Kerr, General Manager – Executive Recruitment, Kingston Human Capital

** Gallup research shows that teams who have regular coaching conversations are 39% more engaged and 21% more productive.*

Take Action Now: Try This Week

- 1 Use GROW in one real conversation this week.
- 2 Ask more questions than you answer.
- 3 Reflect afterward: Did they leave with clarity and ownership?

“Small shifts in how you lead can transform how your team performs.”

*Elizabeth Kingston,
CEO, Kingston Human Capital*

Coaching for Impact: Using the GROW Model

A practical, in-person workshop for leaders who want to elevate performance through better conversations.

Join a small group of 12 leaders for a hands-on session that will give you the tools and confidence to:

- » Run one-on-ones that inspire action and accountability
- » Apply the GROW model to drive real progress in every conversation
- » Support high performance – without hovering or micro-managing

Walk away ready to lead with clarity and impact – or your ticket is on us.

Seats are strictly limited. Book now:

www.kingstonhumancapital.com.au/training

References

Whitmore, J. *Coaching for Performance* (1992)

Gallup. *State of the Global Workplace* (2024)

Harvard Business Review. *What Coaching Conversations Do for Performance* (2023)


Kingston
HUMAN CAPITAL



About Kingston Human Capital

At Kingston Human Capital, we help public sector leaders build cultures where feedback fuels growth, accountability drives engagement, and leadership feels human. We're proud to be Queensland-owned, partnering with departments and agencies across Australia to help people and teams perform with purpose.

 (07) 3211 7719

 Talent@kingstonhumancapital.com.au

 www.kingstonhumancapital.com.au

Kingston
HUMAN CAPITAL **Queensland owned. People focused. Results driven.**

Approved supplier on the GGS0060 Labour Hire, A3737 HR Services and GGS0111 Professional Services panels, and a QLD-owned business