**ACTIVITY 2.1: THE GROW MODEL – the shortened version with a case study**

The GROW model is the most commonly used coaching conversation model enhancing individual or group/team work (abbreviated as goal, reality check, options will). The GROW model **can serve as a tool for conflict resolution.**

The four stages of the conversation lead the team/ team member from **goal setting**, through a clear definition of the starting point **(reality check)** and the development of a number of possible action plans **(options)**, to the setting of concrete steps **(will)** that will mobilise the team/team member and bring them closer to achieving their goal.

**Apply the GROW MODEL for the following case study:**

An international project team consisting of members from five countries (USA, Spain, Poland, India, and Sweden) is working on developing a strategy to launch a new product on the global market. A problem arises during the task allocation phase. Maria (Spain) and John (USA) both express interest in taking on the same role – the leader of the marketing team. Maria believes that her experience in European marketing campaigns makes her the best candidate. John, on the other hand, argues that his familiarity with the American market and his superior English skills give him an advantage.

The conflict between Maria and John quickly escalates as their discussions begin to touch on personal matters. The rest of the team feels uncomfortable and unsure of how to respond. The project leader, Lisa (from Sweden), notices that the tension is affecting the team’s dynamics, leading to delays in task execution. Lisa decides to intervene and chooses to apply the GROW model to resolve the issue.

* What does the team want to achieve?
  + Assign the marketing leadership role to the most suitable candidate based on clear and objective criteria.
  + Restore a positive team dynamic and focus on achieving the project’s goals without further delays.

**Duration: 20 minutes**

**STAGE 1**

At the beginning of the conversation, you should **set a clear and specific goal**. Examples of questions to ask the team at this stage of the conversation are:

* **1. What does the team want to achieve?**
  + **Assign the marketing leadership role to the most suitable candidate based on clear and objective criteria.**
  + **Restore a positive team dynamic and focus on achieving the project’s goals without further delays.**

**2. What changes do we expect after working on this issue?**

**3. How can we measure the achievement of this goal?**

**4. By what date do we want to achieve it?**

**STAGE 2**

The second stage of the GROW model concerns reality assessment. Reality assessment makes it possible to establish an objective baseline from which to start making the intended changes. Specific facts need to be established so that the team members does not rely only on their subjective impressions of reality. Examples of reality assessment questions are presented below:

**1. What is happening now (what, who, when and how often)? What is the effect or outcome of this?**

**2. On a scale of one to ten, where are we when it comes to solving this issue?**

**STAGE 3**

The next stage of the GROW model is options. This is the stage of creative thinking to develop several options for solutions. Examples of questions about options are:

**1. What are the potential ways to move forward?**

**2. What shall we do to do to get a better result (or get closer to the goal)?**

**3. Who else can help us?**

**4. What would happen if we did nothing?**

**5. Which option do you think is ready to be implemented?**

**6. Who do you know who has solved a similar situation?**

**7. What else?**

**STAGE 4**

The final stage of the GROW model is the stage of will or and intentions. This stage consists of two elements: action plan and will. In other words, this step allows you to translate preferred solutions into concrete actions that guarantee the team's commitment. Examples of questions about “will “are:

**1. Which option do we want to pursue?**

**2. What step that would bring us closer to achieving our goal could we take this week?**

**3. On a scale of 1 to 10, what is the probability that we will complete this step in the time we have been given?**

**4. What actions will be taken?**