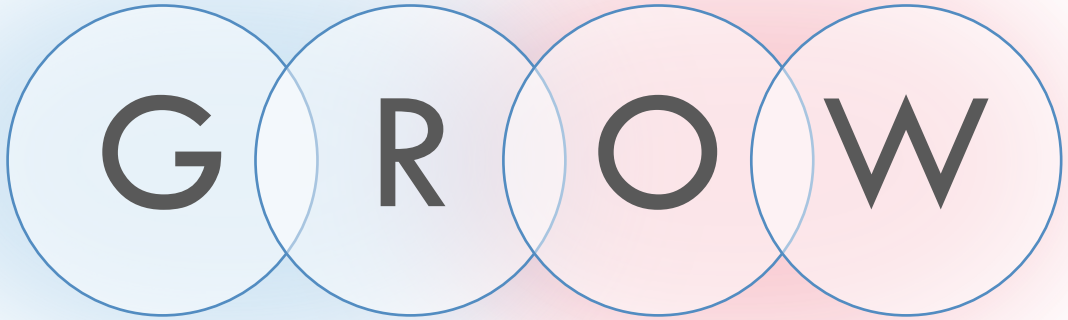
Using the GROW Coaching Model

Supporting Performance Conversations That Drive Improvement

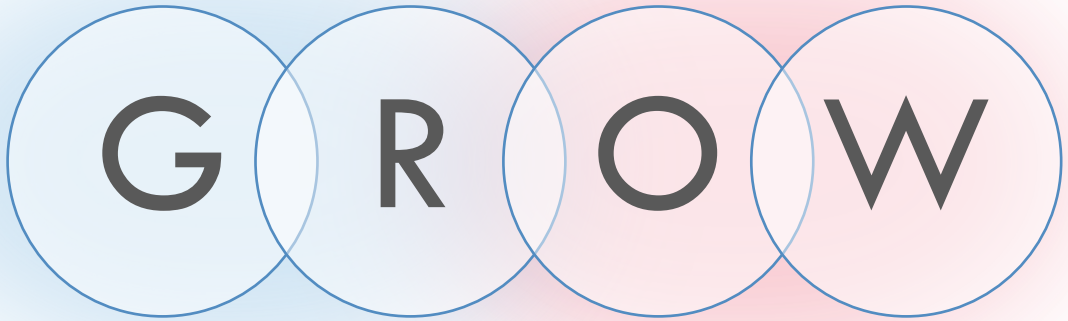
Why Coaching Matters at Gilbert's

- Performance conversations should not be limited to annual reviews.
- Coaching is an ongoing part of leadership at Gilbert's.
- These conversations directly impact patient safety, accuracy, workflow, and employee engagement.
- When coaching is done well, employees feel supported, understand expectations, and take ownership of improvement.



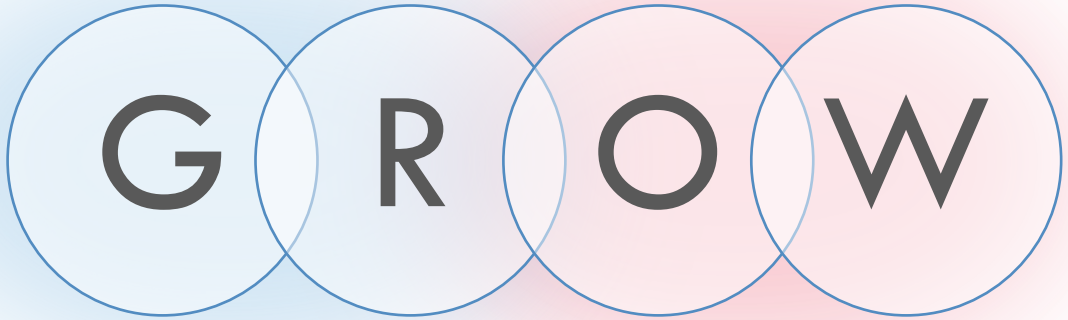
What Is the GROW Coaching Model?

- GROW is a simple structure that helps guide conversations from problem to plan.
- It keeps discussions focused and prevents us from jumping straight to solutions.
- The model is flexible and can be used in short check-ins or longer coaching sessions.



Leader's Role in Coaching

- Your role is to guide thinking, not solve every problem.
- Ask questions that encourage reflection.
- Listen carefully.
- Offer suggestions when appropriate, but avoid taking over the conversation.
- Coaching works best when employees feel ownership of their goals and action plans.



STEP 1 - Goal

- Start by clarifying what improvement looks like.
- Vague goals lead to vague results.
- Help the employee define a goal that is specific and observable.
- Whenever possible, connect goals to patient care, accuracy, or efficiency.

STEP 1 - Goal

- Start by clarifying what improvement looks like.
- Vague goals lead to vague results.
- Help the employee define a goal that is specific and observable.
- Whenever possible, connect goals to patient care, accuracy, or efficiency.

Sample Goal Questions

Use open-ended questions to help the employee articulate what they want to improve.

If the goal is too broad, work together to narrow it.

You can also restate what you're hearing and ask for confirmation.

R STEP 2 - Reality

- This step is about understanding the current situation.
- Ask questions that uncover what is happening today and why.
- Avoid blame.
- The goal is shared understanding.

R STEP 2 - Reality

- This step is about understanding the current situation.
- Ask questions that uncover what is happening today and why.
- Avoid blame.
- The goal is shared understanding.

Sample Reality Questions

Encourage honesty.

Listen for patterns, constraints, and existing strengths.

You may discover that the employee already has tools or skills they can leverage.

STEP 3 - Options

- Invite the employee to generate ideas first.
- This builds ownership.
- After they share, you may add suggestions.
- Keep the conversation exploratory.

STEP 3 - Options

- Invite the employee to generate ideas first.
- This builds ownership.
- After they share, you may add suggestions.
- Keep the conversation exploratory.

Sample Options Questions

Ask questions that expand thinking.

If the employee struggles, offer one option and ask for reactions rather than presenting a full solution.

STEP 4 – Will/Way Forward

- This step turns ideas into action.
- The plan should be specific, realistic, and time-bound.
- Clarify expectations and next steps.

STEP 4 – Will/Way Forward

- This step turns ideas into action.
- The plan should be specific, realistic, and time-bound.
- Clarify expectations and next steps.

Sample Will/Way Forward Questions

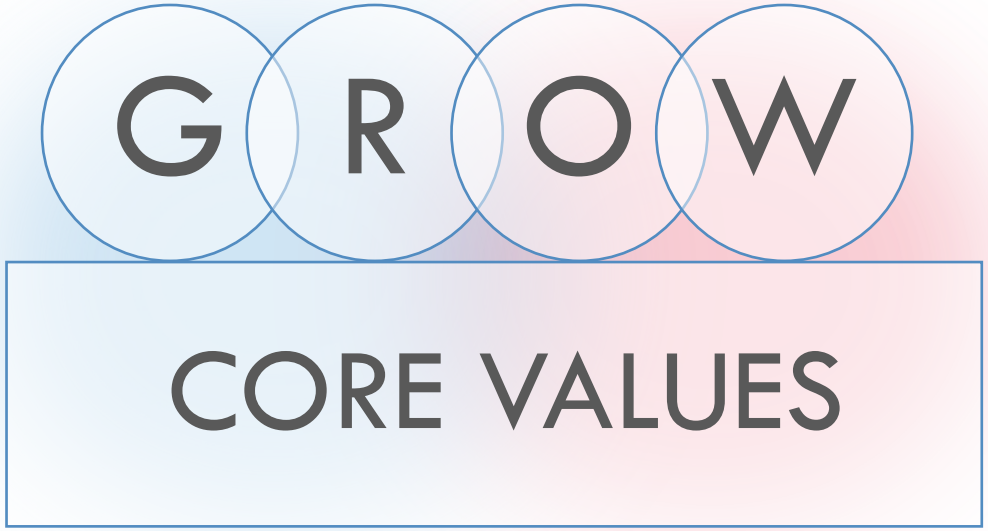
Confirm commitment.

Ask what support the employee needs.

Set a follow-up point to review progress.

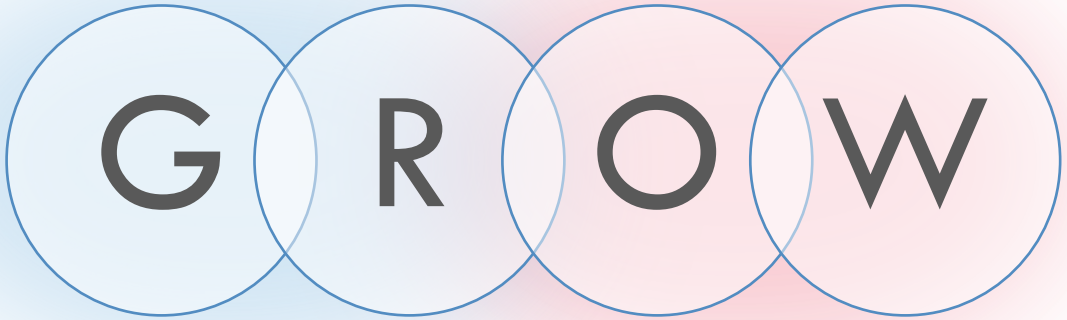
Connecting Coaching to Gilbert's Core Values

- **Use core values as anchors** in coaching conversations.
- **Ask employees** how their improvement plans support patient safety, organization, or accuracy.
- This **reinforces** culture and expectations.



GROW Coaching Model in Action

1. Walk through how each GROW step connects to the example.
2. Emphasize that there is no single “right” answer.
3. The focus is on structured thinking.



Strong coaching **improves patient care, team performance, and culture.**

Use the GROW model regularly to support growth and accountability.