

Moment of Choice Model

Reflect and Inquire

What is going on for me?
What is going on for the employee?

Moment of Choice

What does this situation call for?

Consult?

“May I offer you some advice?”

Clarify?

“May I clarify my expectations?”

Coach?

“May I offer some coaching?”

What to look for in the employee?

- The employee has a good handle on the situation and needs a quick answer
- The employee is taking ownership of the problem, not pushing it onto you to solve for them
- The employee has a plan to move forward but needs help with a specific aspect. Could be technical expertise, positional influence, or just a voice of experience
- The advice given is not something the employee would have the resources or experience to work out for themselves

- There seems to be a lack of understanding about what the job or task requires. This might just be a small reminder of policy, procedures or standards of behavior or it could be a bigger conversation about what the job description requires
- The employee demonstrates defensiveness or lack of role clarity
- The employee makes excuses or blames others without taking ownership of the results
- Work isn't being done to the standard required. Deadlines are missed, or the employee is not following process or procedures

- The employee is taking ownership of the problem and needs a thinking partner to help identify options or next steps
- The employee demonstrates self-awareness and personal responsibility for their contribution to the situation and their role in the solution
- The employee has the knowledge, skills and abilities needed to come up with their own answers
- The employee knows what to do but is stuck on how to do it
- The employee may have more expertise in the area than you do

GROWS Model

Goal

For the session, and getting clear on the long term goal. Is there clarity?

- What would you like to focus on?
- What would you like to walk away from this conversation with today?
- What change do you want to see?
- What is one slice of this goal that you could focus on to make a difference?
- What does GOOD look like? What does GREAT look like?
- When you are successful with this, how will things be better? What will better look like?
- If we met in 6 months from now, what story would you tell me about your success?

Reality

Objective description of the current situation. Is there self-awareness?

- What is the situation now?
- What is missing in this situation?
- What do you already have going for you in this situation?
- What is the real issue?
- What is the biggest challenge facing you?
- What opportunities are there for you in this situation?
- What is getting in the way?
- Is this the problem or a symptom of a problem?
- What is at stake for you in this?
- How do your values play into this situation?
- Tell me... Explain to me... Describe to me...

Options

How could you get from here to where you want to go? Brainstorm

- What are some ideas you have had? What have you tried?
- What if (time, power, money) were no object?
- Who do you know that has achieved this goal? How did they approach this?
- What is another way of looking at it?
- If you did know exactly what to do - what would that be?
- What skills/knowledge/abilities could you develop that would help?
- What else? What else? What else?

Way Forward

What? Where? When? Is there commitment?

- What is your first step in this?
- By when will each of these actions need to be completed?
- Who needs to know what your plans are?
- What resources do you need?
- What might get in your way? How can you mitigate that?
- On a scale from 1-10, how committed are you doing this?
- What prevents your commitment from being a 10?
- What will you do in light of this conversation?

Support

What support will ensure success? Is there accountability?

- Who can you enroll to help you? What systems or processes could support you?
- What support do you need from others? How and when are you going to get that support?
- Where is the first place you would think of looking for support?
- Where is the last place you would think of looking for support?