



GROW Model

G is for Goal

What do you really really want?

Goals are where it all begins. Deciding what you really want to do is crucial to your success, your achievement and your happiness. Don't climb your ladder unless it is against the right wall!

The best goals are ones that pull you. They tug at you so you are drawn to them. You just "have to" do it. Even better are the tugging goals where you enjoy the journey. People drawn to their goals or endlessly enjoying the journey find that they don't choose their goals, they discover them.

Most people have to work at choosing their goals however. Find out how to choose and create effective Goals using the questions below

Developing an Effective Goal Statement	
Questions to help develop your Goal Statement	The Purpose of the Question
Do I feel inspired when I think about my Goal?	The best Goals are those that give you a big smile when you think about achieving them!
Is my Goal a manageable size and not so big that it overwhelms me?	Making a Goal too big is setting yourself up for failure. If you feel your Goal is too big create a sub Goal that you can complete in a few weeks
Is my Goal largely within my competence and control?	All Goals are outside our control to some extent but ensure there is a reasonable chance you will be able achieve it through your efforts
Have I used specific and concrete language to describe my Goal?	Verbs like 'identify' or 'develop' are less clear than verbs like 'buy' or 'enrol'
Is my Goal measurable?	Is the Goal in a SMART format?(Specific, Measurable, Achievable, Relevant, Time Phased)
Is my Goal stated in the positive?	It is more effective to focus on what you want rather than what you do not want
Is there a clear defining moment when I know I will have succeeded?	It is really important to know there will be a point when you are clear that the Goal has been achieved. For some Goals the defining moment will be obvious e.g. saying 'I do' when you get married. In other cases it will have to be created e.g. getting on a plane when you emigrate to a new country.
Is the Goal something I want rather than something that I feel I 'should' do?	Goals work best when all parts of you want to achieve it rather than feeling internally 'split' about achieving it
Do I know what I will lose if I do not get my Goal?	Understanding the potential loss in not achieving your Goal can be very motivating
Have I considered what I might lose if I do achieve my Goal?	When change happens something is always lost so it is important to understand what you will lose if you do get your Goal.
What are the risks inherent in achieving my Goal?	Often there is a risk involved in going for a Goal. It is best to know what the risks are in advance so you can be prepared
Is this a real Goal I want to go for or would I prefer it as a dream?	Is your Goal something you really want in your life? Are you prepared for success?
Have I really asked for what I want or am I settling for something less?	We often settle for second best for fear that we will not achieve what we really want
Does my Goal conflict with any other Goals or aspirations I have?	Consider what time, money and other resources you are able to give to this Goal as well as considering other Goals you might have

R is for Reality.

Taking stock - identify where you are and what you have.

Stage 2 of the GROW model is the Reality statement. This is how far you are away from your Goal. It should include all the resources you might use to achieve your goals.

You can see the GROW model as a map. If the Goal is your final destination the Reality is where you are currently. You might already be partway towards the Goal. So you need to be very clear on how near or far you are to your Goal defined in the same terms as the Goal - like the coordinates of the map.

The other part of the Reality statement covers the resources you might use - even the things that don't appear to be useful at first sight. Don't forget skills, contacts, achievements, enthusiasms, as well as the more obvious resources of equipment, and money. When you come up with obstacles (no money, no time) simply record them separately - they will be used in the next section. Include people you can ask who might know something helpful, and things you can borrow - they are all resources.

The danger in the Reality section is getting caught up in opinions, obstacles or beliefs before you have considered the facts of where you are.

If you find yourself jumping ahead to Obstacles or Options look at your Goal again and make sure you are looking at the facts of the situation now, not in the future.

Developing an Effective Reality Statement	
Questions to help develop your Reality Statement	The Purpose of the Question
Is my Reality statement in the same terms as my Goal?	It is very easy to get caught up with lots of opinions and beliefs at this stage. Don't confuse Reality with realistic. The Reality statement should be as objective and free of opinions as possible.
What are the steps I need to complete to achieve my Goal?	If you know the steps you have to complete to achieve your Goal then the steps you have already completed gives you your Reality Statement
How many have I completed?	This gives you a valuable statement of fact
Have I included facts and figures where relevant?	Facts and figures are the best kind of Reality
Have I included any assumptions?	Use when/what/where/how questions to keep yourself to the facts
How many times have I tried to reach this Goal?	Include information about previous attempts at the Goal and your feelings about those attempts - that is factual information
What happened to prevent my reaching it?	This is useful information that could make this attempt more successful - again you need to be objective. 'There is always chocolate in the house which I eat' is more factual than 'I have no self control.'
How do I treat myself when I hit setbacks?	If you know you tend to treat yourself harshly when you have a setback you can plan accordingly
Is my Reality Statement free of opinions and beliefs?	Describe the facts and avoid value judgments
Have I included my feelings about my current situation?	It is important to be aware of how you feel about the current situation
Am I including information about obstacles?	Take note of information about Obstacles or Options but do not include in your statement.
Is my Reality Statement firmly based on my actual situation rather than on my fears and hopes about it?	Do not include information which you cannot verify.
What skills and capabilities do I have available that will be useful to me in achieving my Goal?	Knowing what resources you have available is useful information
What information or knowledge do I know that could be relevant?	Resources includes information and knowledge
Have I got any skills I can transfer from other areas of my life?	Resources include skills
Have I ever succeeded at something like this before?	Previous attempts at similar Goals can help prepare you for this attempt

O is for **Options** and Identify **Obstacles**

Obstacles

Obstacles are there to make the plan great!

There will almost certainly be Obstacles stopping you getting from where you are now to where you want to be. If there were no Obstacles you would already have reached your Goal. The key is to define your Obstacles as factually as possible rather than getting lost in judgments or beliefs about the situation.

It is important to identify **ALL the obstacles** that stand in your way. At this stage, don't consider ways to overcome them. Neither must you get disheartened! Think of this as an exercise for someone else. You know that there are very very few things that simply cannot be overcome, and you want to collect every obstacle so that you can work out a solution that will not fall at the first hurdle.

Don't let these imposters stop you dead!

Some of your obstacles will be justifications, only pretending to stop you. These are the things like "I'm too old" or "the market is too competitive". These universal statements will only stop you if you accept that they can stop you!

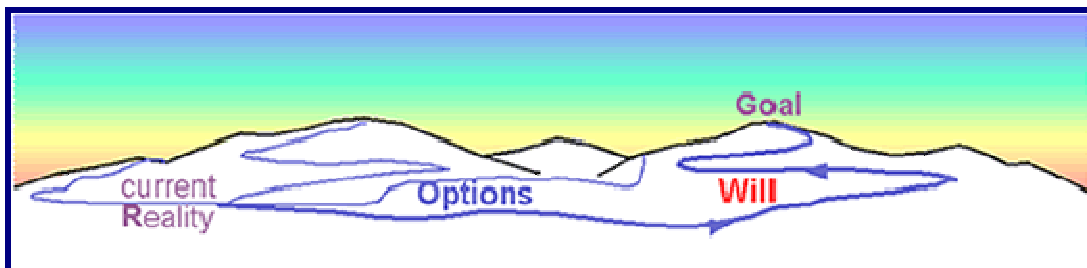
If you change then to be accurate and unemotional, the way to overcome then will become clearer. You are not "too old". Instead put that you are (say) 55, with a wealth of experience to offer, and some managers feel uncomfortable managing people their father's age. Note - age may make finding the job you want harder - but not impossible.

The market is not "too competitive", it is very "competitive". Therefore I need to create a unique product with no direct competition, or choose another marketplace and product, or get a reputation or plug into someone else's (joint venturing). By being accurate, you can start to see solutions. A universal judgement blocks progress.

Obstacles can be found in yourself, others, the physical environment or a lack of resources.

Developing an Effective Obstacle Statement	
Questions to help develop your Obstacle Statement	The Purpose of the Question
What is blocking me from achieving my goal?	At its simplest an Obstacle is something in the way of getting your goal
How do I know these things are really what is blocking me?	Sometime what we perceive as blocking us is not what is really blocking us - it is the difference between a true Obstacle and a justification of your position. A justification is:- a global statement there is no way around it it is not clear how it stops you moving forward with your Goal. So you can test your Obstacles against these three criteria to see if they are genuine. See also the examples below
What else could be blocking me? (There are usually multiple Obstacles to difficult problems)	It is important to keep asking the question until you feel you have found all the real Obstacles
Myself	
How would I have to change personally to achieve my Goal?	There are usually personal obstacles to achieving a Goal
What is preventing me changing?	Asking this questions will give you more information on what the real Obstacles are
How much do I trust myself to achieve my Goal?	It is important to know the real reasons if you do not believe you can achieve your Goal
What risks or threats would I have to face that I do not want to, in order to achieve this Goal?	Left to our own devices our minds will leave things vague but fearful. Once you know the risks or threats you might have to face it is much simpler to

	plan to deal with them
Are the risks or threats real or a justification for inaction?	It is important to be honest about whether the risk is real
Am I doing anything directly or indirectly to contribute/maintain the situation?	This question clarifies our role in keeping obstacles in place.
Do I have any expectations of how I should achieve this Goal?	Expectations of how you 'should' handle a situation can create an Obstacle
Am I considering the current situation or being influenced by past experiences?	Sometimes we do not see the situation we are currently dealing with because we are remembering situations in the past
Others	
Are other people part of the Obstacles? How specifically are they obstructing me?	Other peoples attitudes or behaviour often create an Obstacle to our Goal
What stops them giving the cooperation I want?	It is important to understand the reason why they are not cooperating
It is important to understand the reason why they are not cooperating	Sometimes we think we know the reason but it is not the real reason. You may need to check it out
Environment	
Do I have the right physical environment to achieve my goals?	Simple things like badly organised space can be an Obstacle
What needs to change in the environment so that I can achieve my goal?	Get clarity on what needs to change and you are half way to changing it
What else might get in the way?	This question asks you to think a little more widely
Resources	
What resources do I need that I do not have now?	This could be a lack of time, money, support or knowledge. Be as clear as you can about what you need
What skills and abilities do I need to achieve my goal?	Sometimes a Goal will need a particular skill or ability you do not currently have



OPTIONS

Mapping out your path to success.

Once Obstacles have been identified you need to find ways of dealing with them to make progress towards your Goal. We call these your Options.

Some solutions will come that solve many obstacles, all at once. Follow these up.

Others will quickly lead to a dead-end, but don't be too quick to reject an idea just because it appears unpromising or turns up further obstacles. Sometimes these very obstacles can be turned into assets.

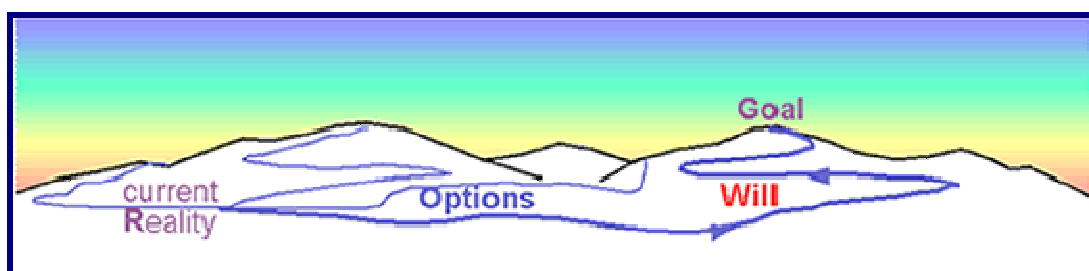
Use all the sources you can think of and don't limit your search for information to the normal sources. Some of the best breakthroughs will come from a totally fresh point of view.

An excellent way to force yourself to think from a fresh perspective is to imagine what someone from a different race, sex, nationality or religion would do. Consider the advice some famous person would give you if you asked them. What would Gandhi or Churchill advise? You can ask anyone, alive or dead, real or fictional (and it doesn't matter that you don't really know the answer they would give - the aim is to get a fresh perspective, so just guess).

To create your Options take each Obstacle in turn and apply the questions below. You may not need to use all the questions for each Obstacle if it is a minor block, or you know you have established a good enough way around it.

Developing an Effective Options Statement	
Taking each Obstacle ask some or all of the following questions	The Purpose of the Question
What would be my first step to get around this Obstacle?	The first step is often all that is needed
What is the simplest solution?	Sometimes the most straightforward Options are the best
Abundance	
If I had no limitations how would I handle this?	These questions help free up our thinking and allow more creative solutions to emerge
If I had a magic wand to use on this Obstacle what would I do?	
What is the perfect solution?	
Shortage of resources	
How can I create what I need?	Very often there are resources available to us but we do not recognise them unless we explicitly ask ourselves the question
Who could lend me what I need?	This question helps create Options where others can help us
How else could I get it? Could I trade or offer something in exchange?	There are often Options around trading rather than paying for something
Who could I ask to get the information or knowledge I need?	Very often there are people who might be able to help if you are willing to ask
How could I learn the skill that I need?	A good factual question
How could I create the time I need?	Unless you ask the question you cannot be sure that you do not have the time you need
The tried and tested	
Have I ever dealt with something like this in the past? What did I do then?	Sometimes we have resources when we have dealt with something similar in the past. If you recall them you can reuse the skills and knowledge you had then
What am I already doing now that works in terms of getting my Goal?	There are often elements that are working in what we already do. If we recognise them we can leverage them or do more with them
Is there a tried and tested way I can get around this obstacle? How could I find out about it?	Our minds often get stuck on trying to deal with a situation only one way. This question encourages us to think of how else we might get around the Obstacle

Involving others	
Who do I know who could deal with this obstacle well? How would they go about it?	We have the ability to access information about how other people would deal with a situation that is difficult for us. Even if you do not involve these people directly tapping into their way of thinking often creates new Options.
Are there any other groups or individuals who might be prepared to help me?	Many people have a tendency to 'go it alone' without thinking who might be willing and able to help
What mistakes have I seen others make? How could I avoid making those mistakes myself?	This question asks you to think forward and avoid further potential Obstacles
About myself	
What would really motivate me?	If you create Options you find really motivating you are more likely to carry them out
What would a change of attitude bring me?	Sometimes we limit ourselves in how we think about our Options
What would I do if I were more assertive? What would I do if I were less assertive?	Being more or less assertive often creates more Options
What would be a real risk that I would be willing to take?	It can be very motivating to engage with a risk that you have been avoiding
What would be a real risk that I would be unwilling to take?	Knowing which Options you are not willing to take is also useful
How could I change my reaction to the situation or person to get a different result?	Since we are usually part of the problem changing our responses can be very useful to create Options
What rules am I operating under? Am I sure they are true?	The rules could be our own, other peoples, or institutional. You need to verify that they are real and establish if there is a way around them.
How could I deal with this Obstacle in a different way from my normal approach?	Thinking about how to change your normal patterns can highlight other Options
Quantity and quality	
Do I have enough options to move forward?	Once you have established your Options you need to verify that you can now move past the Obstacles
Do I have to solve this Obstacle at all or can I just avoid the negative consequences?	It is not always necessary to completely solve a problem. There might be another way that will give you enough of what you want
What would be a partial or temporary solution that would work for the moment?	As above



W is for Way Forward (Will)

Creating your action plan, and getting started

The last stage of GROW is identifying the Way Forward. This really falls out from the previous steps, as you select the sequences and combination of options that will achieve the goal. The Way Forward steps should be specific and dated and you should be clear on how they will take you towards your Goal.

Sometimes you may need to explore a bit before making your final choice. Other times, you will set out on your way forward, only to hit an immediate snag. Use the GROW model to overcome this new obstacle and refine your plan.

When the plan is complete it will become a network of intermediate goals or steps to be achieved, where each is achievable from the previous step.

The Way Forward steps should be specific and dated and you should be clear on how they will take you towards your Goal.

Developing an Effective Way Forward Statement	
Taking each Option in turn ask some or all of the following questions	The Purpose of the Question
What is the first action step I need to take?	It is important to convert the Options into actions. Actions should be completed in one to three weeks. If you cannot create an action that can be completed in that time span try to sub divide them so that some actions can be completed sooner
How can I work forward from my first action to the next step I must take?	The first action step will often indicate the next one
Do I need to: <ul style="list-style-type: none"> Make a contact? Acquire a new skill? Gain knowledge? Take an action to change a pattern? Take an action to remind myself of my goal and process? Do something physical? Complete something? Monitor something? Ask for something? Offer something? 	These points provides a checklist for actions you may want to undertake
What is the last action step I must take? How can I work backwards from the last action to the first step I must take?	If you know the last step to complete your Goal it is sometimes possible to work backwards to the first step
Completeness	
Are my Way Forward action steps realistic?	If you do not feel your actions are realistic it will be difficult to be committed to them
Have I considered all the options that might be useful?	It is important to ensure you have at least considered all your Options
What would be a bold or adventurous action for me?	A bold action can often move you forward a lot faster than what you might 'normally' do

What would be a creative action?	Finding a creative action can often break entrenched patterns
How could I take action on my biggest challenge?	Moving forward with a difficult Options first generates a lot of energy
Have I built in ways to stay motivated?	Loosing motivation is often the reason people fail at Goals. So plan how you are going to stay motivated
Support	
Who might be willing to support me? How and when am I going to get that support?	Support or the lack of it is a key factor in achieving goals. Make sure you plan to have as much as possible.
Where is the first place I would think of looking for support?	As above
Where is the last place I would think of looking for support?	Sometimes the people we would not normally ask can offer great support
Consequences	
Who will be most affected by my Way Forward action steps? Do I need to inform them?	Thinking through the consequences of your action steps can increase the chances of success
How will I cope with any adverse reactions from other people?	Knowing what you will do if you do have an adverse reaction increases confidence
Commitment	
(On a scale of 1 - 10, with 10 being totally confident) how confident am I that I will carry out all my Way Forward actions? (If less than 10) Do I need to adjust the tasks or time-scale to have more certainty?	Being honest with yourself about your determination to carry out the actions gives you the option of planning to boost your commitment level
Do I have any considerations about my ability to carry out the action steps? If yes, how can I get around them?	This is a check for any last issues that could derail your efforts and what you will do about them
Completion	
By what date do I want to have achieved each Way Forward action step?	All good Way Forward actions should have a date attached
Are my Way Forward action steps in a SMART format? (Specific, Measurable, Achievable, Relevant, Time Phased)	As with the Goal itself SMART is a useful check on the action steps
Am I satisfied that the Way Forward action steps will enable me to achieve my overall goal?	This question reminds you where the actions are supposed to lead
How am I going to celebrate my achievement?	Celebration is very powerful as a motivator!

