WORKSHEET + WORKED EXAMPLE

Coach Without Taking Over

A conversation map that leaves the next step with the person taking it.

12-20 minutes | GROW coaching conversation

Use it in three moves

1. Ask whether they want listening, coaching, or practical advice. Agree what would help today.
2. Move between the four places as needed. Follow their answer instead of racing through your questions.
3. Only record what they are comfortable keeping. An honest pause is a useful outcome too.

What would they like space for?

Use their words. Leave room for a different agenda.

What kind of help have they asked for?

Coaching is an invitation, not the price of getting your help. Choose: Still to ask / Listening / Thinking it through together / Practical advice

What would make this conversation useful?

A decision, a clearer question, or simply being heard.

What is happening, from their point of view?

Separate what they have experienced from what either of you is guessing.

Coach Without Taking Over

YOUR WORKING NOTES / CONTINUED

What possibilities do they see?

Invite more than your first idea. Ask before adding one of your own.

What, if anything, do they want to try?

Keep their choice distinct from a task you need to assign.

What support can you actually offer?

A connection, time, clearer authority, or removing a blocker.

When would they like to return to it?

Agree a check-in. Do not quietly turn it into surveillance.

A question for me

What did I learn that changed my first impulse to advise?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

What would they like space for?

I keep leaving planning meetings without saying what I think.

What kind of help have they asked for?

Thinking it through together

What would make this conversation useful?

Find one way to contribute before the decision is already made.

What is happening, from their point of view?

The first two people speak quickly. I want a minute to look at the proposal before responding.

What possibilities do they see?

Ask for the proposal beforehand. Add a quiet writing minute. Send a question before the meeting.

What, if anything, do they want to try?

Ask for the proposal the day before the next planning meeting.

What support can you actually offer?

I will make pre-reading available and ask the team about quiet thinking time.

When would they like to return to it?

Next Thursday, if they want to discuss how it felt.

The thinking behind it

A person can leave a conversation feeling more capable of choosing-or more dependent on your answer. Notice what your way of helping makes possible for them, and what their perspective changes in you.

GROW organizes a coaching conversation around Goal, Reality, Options, and Will or Way Forward. Performance Consultants credits Sir John Whitmore and his peers, and describes how Coaching for Performance helped spread it. This independent adaptation adds an explicit choice about the kind of help wanted; it is not an official GROW training product.

Performance Consultants: the GROW model

Read When Mattering Isn't Enough by Nic Payne