WHAT IS GROWTH-ORIENTED COACHING AND FEEDBACK?

Growth-oriented coaching and feedback is an integrated approach that merges key principles from both coaching and feedback methodologies. By combining the structured guidance of coaching with the constructive, supportive nature of feedback, this approach ensures that a wide range of perspectives are acknowledged and valued, creating an open and welcoming environment where all employees can thrive.

GROW MODEL



GOAL	REALITY	OPTIONS	WAY FORWARD
What do you want to achieve?	Where are you now?	What options do you have?	Which choices will you make?

Managers often adopt the GROW model, a popular coaching framework, to implement a behavioral-based coaching approach for employee support. With its 4-step approach, the GROW model emphasizes learning through experience. In growth-oriented coaching, philosophies such as the GROW model are merged with a strong emphasis on acknowledging and appreciating the range of the varying perspectives and experiences of employees.

SBI FEEDBACK MODEL







The SBI (Situation, Behavior, Impact) feedback model is a widely used and effective tool in workplaces, proven to assist managers in providing constructive feedback to employees.

Growth-oriented feedback builds upon approaches like SBI by delivering specific and supportive information that acknowledges and is tailored to individual experiences and needs.

KEY COMPONENTS

Understanding key components of growth-oriented coaching and feedback in the workplace



Cultural Competence: Grounded in the respect and appreciation of cultural differences, the set of interpersonal skills or attributes that allows one the ability to understand, communicate with, and effectively interact with people across cultures.

Individualized Approach: Customization of coaching and feedback to meet the unique needs, goals, and communication styles of each employee.

Consistent Feedback: Provision of regular, constructive, and actionable feedback that focuses on both strengths and areas for improvement.

Empowerment and Growth: Creation of an environment where employees feel empowered to take initiative and are provided opportunities for continuous learning and development

COMMON PITFALLS



Generosity Effect

Leads to an abundance of positive feedback to all employees, which hampers growth by decreasing clear and constructive feedback.

Protective Hesitation

Encourages avoidance of giving constructive feedback to staff, fearing negative reactions or potential damage to one's reputation.





Central Tendency

Causes all employees to receive average, low-quality feedback, limiting the ability to identify those who may need additional support.

Contrast Effect

Results in employees being unfairly compared to their colleagues, rather than against established job criteria.



MITIGATION STRATEGIES



Feedback Frameworks

Create structured frameworks that outline clear expectations and ensure manager feedback is directly connected to employee performance.



Manager Training

Train managers to understand the significance of honest and consistent feedback for professional growth.

Broader Assessment

Solicit feedback from multiple sources and assess employees across a broader range of categories or metrics.



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Fair Evaluation

Use clear and specific performance standards that are tied to an employee's job responsibilities

IMPLEMENTATION FRAMEWORK

The following framework offers a blueprint for the integration of growth-oriented coaching and feedback into unit operations, promoting a more engaged and innovative workforce



ACTION: Provide access to training programs that develop leaders and managers in cultural competency, self-awareness of predisposition, and respectful and collaborative communication.

OUTCOME: Unit leadership is equipped with the necessary skills to offer feedback that is fair, customized, and attuned to varied needs.



ACTION: Create flexible coaching and feedback structures that are tailored to individual needs and ensure all employees have access to feedback and development opportunities.

OUTCOME: The creation of a welcoming environment where employees feel supported and valued in their growth.



ACTION: Implement structured, consistent feedback sessions that allow for open, honest, two-way communication and ongoing professional development.

OUTCOME: Ongoing employee development in an environment of trust and engagement, empowering employee career advancement.



ACTION: Regularly evaluate the effectiveness of growth-oriented coaching and feedback processes through employee feedback and performance metrics.

OUTCOME: Ensure that practices remain fair, evolving with the needs of the employees within the unit.