

GROW Instructional Design Case Study

Coaching with the GROW Model

- Project Type
 - Scenario-Based eLearning
 - Leadership Development
 - Performance Coaching
- Tools
 - Mindsmith, Instructional Design Frameworks (Action Mapping), Scenario-Based Learning
- Duration
 - 10-minute microlearning experience

The Business Problem

Gilbert's Pharmacy managers conduct annual performance reviews with pharmacists and pharmacy technicians. However, many managers lack a structured approach to coaching conversations.

Without a clear coaching framework, performance discussions often:

- Focus on mistakes instead of improvement
- Jump straight to solutions
- Fail to encourage employee ownership of development

This creates missed growth opportunities and may negatively impact operational performance.

In a pharmacy environment, performance issues can directly affect:

- Patient safety
- Prescription accuracy
- Workflow efficiency
- Customer satisfaction

Gilbert's leadership wanted managers to use the GROW Coaching Model to guide performance conversations more effectively.

The challenge was designing a quick, practical learning solution managers could apply immediately during performance reviews.

The Business Impact

A real performance issue informed the scenario design.

A pharmacy technician had begun rushing during busy shifts, which resulted in:

- Two near-miss labeling errors
- Reduced patient communication
- Increased pharmacist intervention

While the employee was highly efficient, the behavior risked violating Gilbert's core value of balancing efficiency with accuracy in prescription preparation and patient care.

Leadership wanted managers to improve their coaching of employees in situations like this.

Performance Goals

The training aimed to improve three key business outcomes:

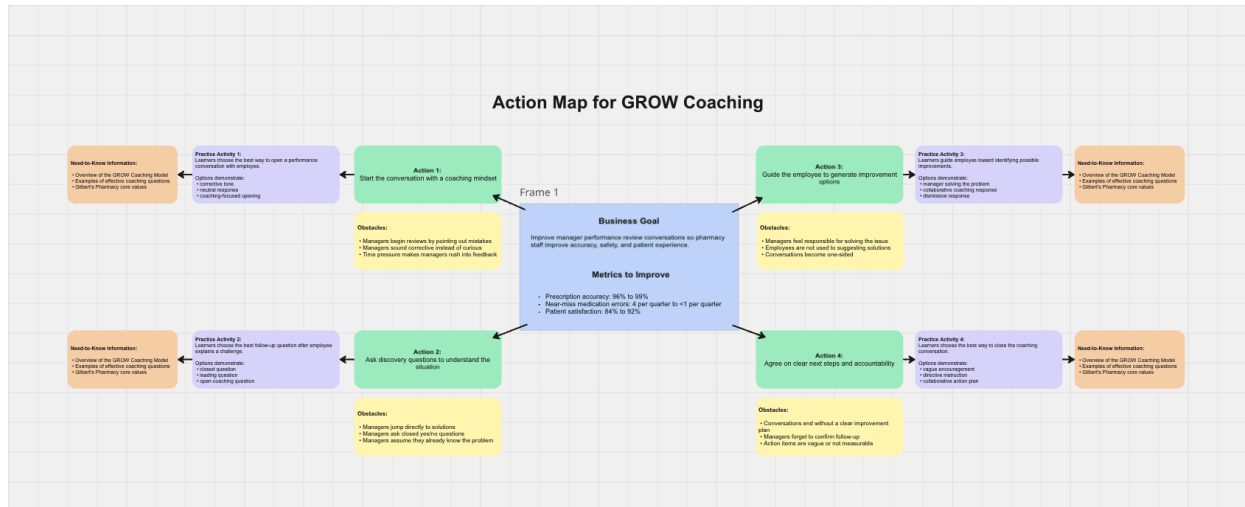
Metric	Current	Target
Prescription accuracy	96%	99%
Near-miss medication errors	4 per quarter	<1 per quarter
Patient satisfaction scores	84%	92%

Managers needed to guide employees toward improvement rather than simply pointing out problems.

My Instructional Design Approach

To ensure the training addressed the real performance problem, I used Action Mapping principles.

See [Miro Board](#)



Instead of focusing on knowledge transfer, the solution focused on practice with realistic conversations.

Key Design Decisions

1. Scenario-Based Learning

- Managers practice a real coaching conversation with a pharmacy technician.
- This allows them to rehearse decision-making before conducting real performance reviews.

2. Decision-Based Interactions

- Learners choose how to respond during the conversation.
- Each decision demonstrates:
 - effective coaching techniques
 - ineffective approaches
 - Immediate feedback reinforces best practices.

3. Microlearning Design

- Pharmacy managers operate in fast-paced environments.
- The course was designed as a 10-minute learning experience that could be completed between shifts.

The Learning Solution

The final product is a scenario-based eLearning module built in MindSmith.

The course teaches managers how to guide coaching conversations using the GROW Model:

Step	Purpose
Goal	Identify the improvement the employee wants to achieve

Reality	Explore the current situation
Options	Generate potential solutions
Way Forward	Commit to a clear action plan

The model helps managers avoid jumping straight to solutions and instead guides employees toward reflective problem solving.

Learning Experience

The course places the learner in the role of a pharmacy manager conducting a performance review with a technician named Jamie Rivera.

Jamie is known for being efficient but has recently rushed through prescription preparation, resulting in near errors.

The learner must guide the conversation using the GROW model.

Key decision points include:

- Opening the coaching conversation
- Investigating the root cause of performance issues
- Encouraging the employee to generate solutions
- Confirming a clear improvement plan

Each choice affects the direction of the conversation and provides feedback on effective coaching strategies.

Sample Interaction

Scenario Decision

How should the manager start the conversation?

Option A

“Looking ahead to the next year, what would you most like to improve in your work here?”

Option B

“We’ve had a couple of mistakes recently, so we need to talk about that.”

Option C

“You’ve been moving pretty fast lately, and it’s causing problems.”

Learners receive immediate feedback explaining how each choice aligns with or diverges from the GROW coaching approach.

Connecting to Gilbert's Core Values

Throughout the scenario, managers are encouraged to link performance improvement to Gilbert's core values:

- Putting patients first
- Creating a clean and welcoming environment
- Delivering efficient visits and accurate prescriptions

This reinforces how coaching conversations support both employee development and patient care.

Results

If implemented across the organization, the training would help managers:

- Conduct more structured coaching conversations
- Encourage employee ownership of improvement plans
- Connect performance discussions to patient safety and operational standards

Strong coaching practices can improve:

- employee engagement
- accuracy in prescription preparation
- overall pharmacy workflow

What I Learned

This project reinforced the importance of designing learning experiences that focus on behavior change rather than information delivery.

Key takeaways from the design process included:

- Short, focused scenarios can deliver powerful learning experiences.
- Decision-based practice helps learners develop confidence in difficult conversations.
- Linking coaching conversations to organizational values strengthens cultural alignment.

Next Iteration Improvements

Future enhancements could include:

- Additional coaching scenarios involving pharmacists
- Branching paths showing positive vs negative outcomes
- A manager's job aid with coaching questions
- Analytics to track common learner mistakes

Artifacts

For this project, I created:

- Instructional design strategy
- Action mapping analysis
- Scenario script and branching dialogue
- eLearning module built in MindSmith