

Development Conversation Guide

As a manager, your role is to create clarity, focus, and connection. You help employees understand what they did well, where they can improve, and how this relates to their daily work.

The goal is to support — not to add pressure.

Before the conversation

→ Think of one recent situation

→ Reflect: What did I observe? (look for behaviour)

→ Think of one possible development focus

→ Focus on 3 – 5 relevant competencies

Start from real work

→ Ask about a specific recent situation

→ Let the employee speak first

→ Stay concrete — avoid general talk

What have you been working on recently?

e.g. What was your role in that?

What made it challenging?

Good answers:

"I led a supplier alignment meeting and had to coordinate between teams."

Answers to avoid:

"I've been working on a few projects, nothing special."

Make behaviour visible

→ Focus on how the work was done

→ Name specific behaviour

→ Link to a competency (simple)

What did you learn from that?

e.g. What worked well?

What would you do differently next time?

Good answers:

"I realised I need to structure discussions better to avoid confusion."

Answers to avoid:

"It went well overall, nothing major to improve."

Define the development focus & next step

→ First agree on what to develop (one focus)

→ Then define where to apply it next

→ Keep it specific and practical

What would you like to develop next?

e.g. What would help most right now?

Where can you apply this?

Good answers:

"I want to develop stakeholder alignment — in the next kick-off, I'll align expectations upfront."

Answers to avoid:

"I want to develop communication and leadership... I'll try to do it."

Relevant competencies (focus on 3 – 5)

Select only the competencies that are most relevant for this situation.

- Adapting Situationally
- Agile Learning
- Being Resilient
- Focusing on Customers
- Strategic Thinking
- Problem Solving
- Quality Decision Making
- Providing Direction
- Cultivating Innovation
- Acting with Accountability
- Driving Results
- Operating Results
- Building Effective Teams
- Collaborating
- Communicating Effectively
- Developing Talent
- Fostering Engagement
- Managing Conflicts
- Persuading Others
- Valuing Differences
- Operating Resourcefully
- Planning and Aligning