Growth Performance

FOR MANAGERS & COACHES

Development Conversation Guide

A development conversation is not a performance review. It is a dedicated, forward-looking conversation about what the person wants to become, and how you can support them. Use this guide to structure a conversation that genuinely moves someone forward.

Before you start: Separate this from performance conversations if you can. A dedicated development conversation, even 45 minutes quarterly, sends a powerful message: I am invested in who you are becoming, not just what you deliver.

MEETING DETAILS

DATE	TEAM MEMBER	MANAGER / COACH

1. DISCOVERY: WHERE ARE YOU NOW?

Start with the person's current experience, not your assessment of them. Listen more than you speak.

How are you finding your current role? What's energising? What's draining?

What are you most proud of in the last 3–6 months?

Where do you feel most in your element, in flow, doing your best work?

2. ASPIRATION: WHERE DO YOU WANT TO GO?

Explore what the person genuinely wants, not just what seems realistic. Start with aspiration, not constraint.

If everything worked out well, what would your career look like in 3–5 years?

What kind of work do you want to be doing more of? What kind less of?

What would you like to be known for, your signature contribution?

3. STRENGTHS: WHAT'S WORKING?

What do you consider your greatest strengths? Where do you consistently show up at your best?

MANAGER'S VIEW: STRENGTHS I OBSERVE (BE SPECIFIC):

4. GAPS: WHAT'S IN THE WAY?

What skills or experiences do you feel you're missing? What holds you back?

MANAGER'S VIEW: DEVELOPMENT AREAS I SEE (BE KIND AND HONEST):

5. OPTIONS: WHAT COULD YOU DO?

Generate options before evaluating them. What development experiences would build the capability they need?

What could you do to develop this capability? Think broadly, courses, projects, feedback, relationships, reading.

OPTIONS I CAN CREATE OR FACILITATE AS THEIR MANAGER:

6. COMMITMENT: WHAT WILL YOU DO?

#	DEVELOPMENT ACTION	OWNER	BY WHEN
1			
2			
3			

WHAT SUPPORT OR RESOURCES DOES THE PERSON NEED FROM ME?

FOLLOW-UP DATE:

NEXT DEVELOPMENT CONVERSATION DATE:

Want help putting this into practice?

Growth Performance builds the human advantage in an AI-driven world, with people, teams and leaders.

growthperformance.co.uk/contact
hello@growthperformance.co.uk