

GROWTH CONVERSATIONS TOOLKIT

FOR STAFF AND MANAGERS – PREPARE, CONNECT,
AND GROW TOGETHER

Purpose of a Growth Conversation

Growth conversations are intentional moments to pause, reflect, and stretch.

They're not about fault — they're about building trust, clarity, and momentum.

A great growth conversation:

- Starts with strengths
- Builds focus and mindset
- Clarifies expectations
- Supports real, visible progress

“This conversation exists because I see your potential — and I care about where you're going next.”



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What This Is & How to Prepare

What is a Growth Conversation?

A structured, strengths-based conversation focused on feedback, development, and shared clarity.

Why use this?

When both people prepare, growth conversations become energising — not awkward.

They build trust, clarity, and accountability.

Who uses this?

- Staff member: Reflect using the B.E.S.T. Framework
- Manager: Review their reflection and prepare your perspective
- Together: Use the toolkit to guide the conversation

Staff Reflection Using B.E.S.T.

B – Begin with Strengths

- What's something I'm proud of?
- What strengths have I used recently?

E – Explore Mindset

- Where have I been above the line?
- Where have I dropped below — and why?

S – Stretch Opportunities

- Where do I think I could grow next?
- What feedback would help me?

T – Take it Forward

- What support do I need?
- What outcome would be most helpful from this conversation?

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Suggested Conversation Agenda (20–30 min)

Welcome & Purpose (2 min)

"This is about growing forward — together."

Review Reflections (10 min)

- Staff leads with their B.E.S.T. reflection
- Manager listens and adds their perspective

Explore Feedback Together (10 min)

- Use the Feedback Continuum (see below)

Agree on Actions (5 min)

- Choose 1–2 shifts to focus on

Wrap Up (2 min)

- Confirm support, document actions, and agree to follow up

Feedback Continuum

Use this to explore feedback and co-create a plan forward:

TYPE	EXAMPLE
Start	Begin sharing progress in weekly meetings
Do more	Keep asking questions in 1:1s — it builds clarity
Change how you...	Handle feedback — try pausing before reacting
Do less	Taking on too much without delegation
Stop	Interrupting in meetings — it's impacting others

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Growth Action Plan

Summarise the key takeaways and agreements

- What are you growing into?
- What's one key commitment from this conversation?
- Which feedback from the continuum are you focusing on?
- What support do you need from your manager or team?
- When will you check in again?

Write it down and send a quick summary post-conversation.

⚠ If You Don't Fully Agree

Not all growth conversations lead to full agreement — and that's okay.
“Let's focus on what we've agreed and revisit this next month.”

✉ Sample Email Script (Staff → Manager)

Subject: Growth Conversation Reflections

*Hi [Manager's Name],
Ahead of our upcoming Growth Conversation, I've reflected using the B.E.S.T. framework and attached my notes. I'm looking forward to your perspective and working together on where I can grow.
Thanks for the opportunity — looking forward to the conversation.
Best,
[Your Name]*

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Get the Most Out of Your Growth Conversation

Supporting Tools & Resources

The Feedback Continuum

Use this to provide structured, forward-focused feedback:

- Start – What should they begin doing?
- Do More – What's working that could increase?
- Change How You... – What needs a new approach?
- Do Less – What's overused or ineffective?
- Stop – What's no longer serving them or the team?

Constructive vs Destructive Feedback

CONSTRUCTIVE	DESTRUCTIVE
"Here's what's working — and where I see potential to grow."	"You're doing this wrong."
"I want to help you succeed."	"You need to fix this."
"Let's work through this together."	"This is your problem."

Strong + Kind = Effective Feedback

Leader & Staff Tips

For Managers:

- Listen first
- Anchor feedback in belief
- Be honest and future-focused
- Follow up — don't leave it hanging

For Staff:

- Own your part
- Ask for clarity and support
- Follow through — growth is visible in action