

10 Minute Manager Development Conversation

A conversation map that ends with one useful action.

Implementation edition 1.1 • September 5, 2026

Time	Say or ask	Record
0 to 2 min	What work would you like to become able to do?	One direction, including exploration if uncertain
2 to 4 min	What recent work shows what you can already do?	One observed example
4 to 6 min	What practice would help, and what gets in the way?	A capability and access barrier
6 to 8 min	Here is what I can arrange. What would make this workable?	One bounded assignment and support
8 to 10 min	Who will do what, by when, and when will we review it?	Owner, date, evidence, review
Working record		Your response
Work to explore		
Practice and support		
Manager commitment and date		
Evidence and review date		

Say: "This is a development conversation, not a promise of promotion. Please correct the summary so it reflects what you understood." If a serious safety or conduct concern arises, use the appropriate organizational process.

Implementation and completed example

Before the conversation, review the prior agreement and your authority to allocate time. Arrange a private setting. Do not run the map as a rapid questionnaire; if an important concern needs more time, schedule a longer conversation and explain the next step.

Fictional example: Avery wants to test project coordination. Avery has maintained accurate handover notes but has not facilitated a briefing. Jordan arranges a ten-minute briefing with coaching, protects 30 minutes for preparation, and reviews the task list and feedback on September 26. Avery confirms the plan. The manager owns access; the employee owns the preparation they agreed to do.

Afterward, share a concise agreed summary through an approved private channel. Review the action within 30 days. Ask what changed in the work, not only whether the activity occurred. If approval fails, explain the limit and offer an accessible alternative. Do not silently carry the action forward.

For repeated conversations, the Development Conversation Action Kit adds editable planning records, a formula-driven action tracker, and structured reviews. Current availability:
<https://www.iamleewilliams.com/store/> .

© 2026 Lee Williams LLC. Free personal evaluation and use in your own manager conversations. Share the public resource page; no resale or public file redistribution. Independently written practitioner guidance. This is not a validated assessment or a personnel-selection instrument. Support: <https://www.iamleewilliams.com/support/> .