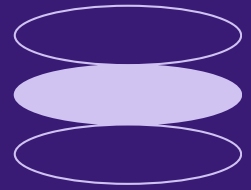


Team Leader – CAREER CONVERSATION GUIDE



Aligned to the Leadership Competency Framework

Purpose

Career conversations at DOBCEL are designed to support professional growth and future development. They are grounded in the DOBCEL Leadership Competency Framework (LCF), which describes the observable behaviours that underpin effective leadership.

Career conversations are designed to be:

- **Developmental and future-focused**
- **Anchored in observable behaviours**
- **Supportive of individual context and role**

Important: The LCF is a development tool – *not* a performance rating instrument. After identifying the core behaviour and domain you should be looking at (Leading Self, Leading Others or Leading Schools), start small by focusing on one or two relevant behaviours – not the entire framework.

Preparation

(Both leader and team member may wish to use the self-reflection tool to help prepare)

Before the Conversation

Team Member

Leader should ask team member to –

- Identify the core competencies and domains you are working in or working towards (Leading Self, Leading Others or Leading Schools)
- Review any prior goals or reflections
- Review the LCF or [self-reflection tool](#)
- Identify 1–2 behaviours to discuss
- Bring examples from recent practice

Leader

Leader should ensure they –

- Identify the core competencies and domains being worked in or worked towards (Leading Self, Leading Others or Leading Schools)
- Review any prior goals or reflections
- Review the LCF or [self-reflection tool](#)
- Consider observed strengths and growth areas
- Prepare coaching questions (not judgements)

Conversation Flow – Leader

1. Establish purpose and safety (2–3 mins)

Open with clarity:

“Today’s conversation is focused on your growth. We’ll use the LCF to guide reflection, not as an assessment.”

Set tone:

- Curious
- Behaviour-focused
- Future-oriented

2. Explore current practice (Behaviour Focus)

Choose 1–2 relevant LCF behaviours. Prompt discussion with:

- What is currently working well?
- Where are you noticing growth?
- What impact is this behaviour having?
- Where might refinement strengthen your practice?

Focus on observable examples, not general impressions.

3. Identify strengths

Reinforce effective practice. Ask:

- Which behaviours are having the greatest positive impact?
- Where is momentum already building?
- What strengths should continue to be leveraged?
- What will I notice if I am relying too heavily on this strength?

Strength-based framing increases confidence and ownership.

4. Explore future direction

Career development may involve deepening expertise, expanding influence, or exploring new opportunities. Ask:

- What aspects of your work energise you most?
- What experiences would stretch or strengthen you?
- Are there any leadership opportunities that interest you?

Avoid assuming upward progression is the only pathway.

5. Select 1–2 growth priorities

Keep this tightly focused. Strong growth priorities are:

- Behaviour-specific
- Observable
- Relevant to current role (connected to real work)
- Achievable within 4–8 weeks

Ask:

- Which behaviour would make the biggest difference to you right now if strengthened?
- What would improvement look like in practice?

6. Agree on action and support

Translate insight into practical steps. Examples:

- Trial a new meeting facilitation approach
- Seek targeted peer feedback
- Lead a small collaborative initiative
- Practice a specific communication behaviour

Clarify:

- What support will help?
- When will we revisit progress?

Small, consistent changes have the greatest impact.

What good use looks like

The guide is being used well when conversations are:

1. Focused and manageable
2. Grounded in observable practice
3. Future-oriented
4. Supportive and growth-focused

Resources

Leader Guide – read first

Quick Guide – use during conversation

Team Member Preparation – share with staff

Conversation Summary – record outcomes

You may find the self-reflection tool useful to assist in reviewing competencies and to consider your practice. The self-reflection tool also includes suggestions on how to further develop practice. You can access the self-reflection tool on the DOBCEL website - [DOBCEL Leadership Competency Framework](#).

If the conversation helps make any leadership practice clearer and more intentional, it is working as intended.