

COMPANION CAREER GUIDE

Complete MSP PM 1:1 Conversation Guide

Don't ask for the next role. Start showing you're preparing for it.

The strongest career conversations aren't just about what you want next. They connect where you want to go with the capabilities you're building, the value you're creating, and the opportunities your organization needs someone to own.

01 WHERE I WANT TO GO

The role or level I want to grow toward:

Why I want it:

What I believe that role requires beyond what I do today:

02 WHAT I'VE ALREADY BUILT

Use your Capability Map and 90-Day Development Plan before completing this section.

Capabilities I've deliberately developed:

Responsibilities I've taken on beyond my core role:

Results or contributions I can point to:

Where I believe I'm already operating at the next level:

03 WHERE I STILL NEED EXPERIENCE

A capability I still need to strengthen:

An experience I haven't had yet:

A responsibility I would benefit from owning:

The goal isn't to prove you're ready for everything. It's to show that you're deliberately becoming ready.

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Five Questions to Ask

Rather than reciting a script, bring these five questions into the conversation. They put the responsibility for defining “ready” where it belongs — on a shared understanding, not a guess.

01 “When you think about the strongest program managers here, what do they do beyond managing delivery well?”

What I heard:

02 “Where do you see the biggest gap between how I'm operating today and the next level?”

What I heard:

03 “What experience would you want to see me gain before you'd consider me ready for greater responsibility?”

What I heard:

04 “Is there something coming up that I could own or support to build that experience?”

What I heard:

05 “If I make progress in these areas, when should we revisit this conversation?”

What I heard:

BEFORE YOU LEAVE

The capability I need to develop:

The experience I need to gain:

The opportunity I can pursue:

Who needs to see the progress:

When we'll revisit this:

Don't leave with encouragement. Leave with evidence of what “ready” looks like.

WHAT TO DO NEXT

Start your Career Evidence Tracker.

Capture the work, results, feedback, and examples that demonstrate you're building the capabilities you just discussed.