Introduce quarterly career-growth conversations

Decivium • Powered by Ranx | Check-in workbook

Covers Decivium · Organization-wide · Owned by Talent development leader with manager enablement

Topic	Discussion update	Accountable owner	Agreed next step	Decision needed?
Progress	Purpose of this check-in Use this meeting to keep quarterly career-growth conversations useful, honest, and available to all in-scope employees. The survey identified career growth, feedback and coaching. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No
Decisions	Decisions needed at this check-in - Continue, adjust, narrow, pause, or stop the current delivery approach. Base the decision first on verified reach, quality, employee experience, follow-through, capacity. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No
Blockers	Discuss blockers early and assign each one an owner. Launch blockers - Sponsor, accountable program owner, scope, decision rights, privacy boundary. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No

Topic	Discussion update	Accountable owner	Agreed next step	Decision needed?
Commitments	Commitments for the next period For each commitment, record: action; owner; due date; support needed; status; and how completion will be checked. Program owner commitments - Refresh the options menu before the next quarterly window. Include the opportunity. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No
Local signals	Use the survey as a guide to emphasis, not as a judgment on individual employees or managers. Organization-wide, the survey points to opportunities for advancement or promotion, manager care for employee development. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No
Guardrails	Non-negotiable boundaries - This is a career-growth conversation, not a performance review, performance goal, status update, promotion negotiation, or a discussion of pay. - Growth plans and conversation content are never used for performance ratings, pay. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No

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Commitment	Owner	Due date	Status
Confirm the next milestone in the plan	Talent development leader with manager enablement	Set during review	Open
Resolve current blockers	Talent development leader with manager enablement	Set during review	Open

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Team or group	What employees are signaling	Team pattern	Compared with the organization	How sure we are
Client Services BU	You have opportunities for advancement or promotion at this organization. Your immediate manager cares about your development. You receive regular, constructive feedback on your performance.	Far less important here: talk to the program owner Much more important here More important here	Far less important: talk to the owner Much more important here More important here	Plenty of responses Plenty of responses Plenty of responses
Customer Success Dept	You have opportunities for advancement or promotion at this organization. Your immediate manager cares about your development. You receive regular, constructive feedback on your performance.	Far less important here: talk to the program owner Much more important here More important here	Far less important: talk to the owner Much more important here More important here	Plenty of responses Plenty of responses Plenty of responses
CS Enterprise Team	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Much more important here More important here Less important here	Much more important here More important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment

Team or group	What employees are signaling	Team pattern	Compared with the organization	How sure we are
CS Growth Team	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	More important here More important here Less important here	More important here More important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
Delivery Dept	You have opportunities for advancement or promotion at this organization. Your immediate manager cares about your development. You receive regular, constructive feedback on your performance.	Far less important here: talk to the program owner Much more important here More important here	Far less important: talk to the owner Much more important here More important here	Plenty of responses Plenty of responses Plenty of responses
Delivery East Team	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Much more important here More important here Less important here	Much more important here More important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
Delivery West Team	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Much more important here More important here Less important here	Much more important here More important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
Solutions Team	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Much more important here More important here Less important here	Much more important here More important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment

Team or group	What employees are signaling	Team pattern	Compared with the organization	How sure we are
Corporate BU	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	More important here More important here Less important here	More important here More important here Less important here	Plenty of responses Plenty of responses Plenty of responses
Finance Dept	Your immediate manager cares about your development. You have opportunities for advancement or promotion at this organization. You receive regular, constructive feedback on your performance.	More important here Less important here About the same	More important here Less important here About the same	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
Finance Team	Your immediate manager cares about your development. You have opportunities for advancement or promotion at this organization. You receive regular, constructive feedback on your performance.	More important here Less important here About the same	More important here Less important here About the same	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
People Dept	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Much more important here More important here Less important here	Much more important here More important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
People Team	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Much more important here More important here Less important here	Much more important here More important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment

Team or group	What employees are signaling	Team pattern	Compared with the organization	How sure we are
Go-To-Market BU	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Far less important here: talk to the program owner Far less important here: talk to the program owner More important here	Far less important: talk to the owner Far less important: talk to the owner More important here	Plenty of responses Plenty of responses Plenty of responses
Marketing Dept	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Less important here Less important here About the same	Less important here Less important here About the same	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
Marketing Team	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Less important here Less important here About the same	Less important here Less important here About the same	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
Sales Dept	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Far less important here: talk to the program owner Far less important here: talk to the program owner More important here	Far less important: talk to the owner Far less important: talk to the owner More important here	Plenty of responses Plenty of responses Plenty of responses
Account Management Team	You have opportunities for advancement or promotion at this organization. Your immediate manager cares about your development. You receive regular, constructive feedback on your performance.	More important here Less important here Less important here	More important here Less important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment

Team or group	What employees are signaling	Team pattern	Compared with the organization	How sure we are
New Business Team	You have opportunities for advancement or promotion at this organization. Your immediate manager cares about your development. You receive regular, constructive feedback on your performance.	More important here Less important here Less important here	More important here Less important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
Product & Platform BU	Your immediate manager cares about your development. You have opportunities for advancement or promotion at this organization. You receive regular, constructive feedback on your performance.	Far less important here: talk to the program owner More important here Less important here	Far less important: talk to the owner More important here Less important here	Plenty of responses Plenty of responses Plenty of responses
Engineering Dept	Your immediate manager cares about your development. You have opportunities for advancement or promotion at this organization. You receive regular, constructive feedback on your performance.	Far less important here: talk to the program owner More important here About the same	Far less important: talk to the owner More important here About the same	Plenty of responses Plenty of responses Plenty of responses
Application Engineering Sub-dept	You have opportunities for advancement or promotion at this organization. Your immediate manager cares about your development. You receive regular, constructive feedback on your performance.	More important here Less important here About the same	More important here Less important here About the same	Plenty of responses Plenty of responses Plenty of responses
Client Apps Team	You have opportunities for advancement or promotion at this organization. You receive regular, constructive feedback on your performance. Your immediate manager cares about your development.	More important here More important here About the same	More important here More important here About the same	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment

Team or group	What employees are signaling	Team pattern	Compared with the organization	How sure we are
Integrations Team	You have opportunities for advancement or promotion at this organization. Your immediate manager cares about your development. You receive regular, constructive feedback on your performance.	More important here Less important here Less important here	More important here Less important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
Platform Engineering Sub-dept	Your immediate manager cares about your development. You have opportunities for advancement or promotion at this organization. You receive regular, constructive feedback on your performance.	Far less important here: talk to the program owner More important here Less important here	Far less important: talk to the owner More important here Less important here	Plenty of responses Plenty of responses Plenty of responses
Core Services Team	You have opportunities for advancement or promotion at this organization. Your immediate manager cares about your development. You receive regular, constructive feedback on your performance.	More important here Less important here About the same	More important here Less important here About the same	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
Infrastructure Team	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Far less important here: talk to the program owner Far less important here: talk to the program owner More important here	Far less important: talk to the owner Far less important: talk to the owner More important here	Plenty of responses Plenty of responses Plenty of responses
Product Dept	Your immediate manager cares about your development. You receive regular, constructive feedback on your performance. You have opportunities for advancement or promotion at this organization.	Far less important here: talk to the program owner Far less important here: talk to the program owner More important here	Far less important: talk to the owner Far less important: talk to the owner More important here	Plenty of responses Plenty of responses Plenty of responses

Team or group	What employees are signaling	Team pattern	Compared with the organization	How sure we are
Design Team	You have opportunities for advancement or promotion at this organization. Your immediate manager cares about your development. You receive regular, constructive feedback on your performance.	More important here Less important here Less important here	More important here Less important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment
Product Management Team	You have opportunities for advancement or promotion at this organization. Your immediate manager cares about your development. You receive regular, constructive feedback on your performance.	More important here Less important here Less important here	More important here Less important here Less important here	Fewer responses: use judgment Fewer responses: use judgment Fewer responses: use judgment

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Team	Manager support level	What people said	What managers do	Who decides
Everyone Decivium	Standard support	Across the organization, the practice runs the same way at Decivium.	Run the practice as designed.	The program owner decides changes for the whole organization; teams don't start separate programs.
Client Services › Customer Success › CS Growth Team	Extra support	“Your immediate manager cares about your development”: people here put more weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put more weight on this. Fewer responses here, so use your judgment. “You have opportunities for advancement or promotion at this organization”: people here put less weight on this. Fewer responses here, so use your judgment.	Extra support on “You receive regular, constructive feedback on your performance”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
Corporate BU	Extra support	“Your immediate manager cares about your development”: people here put more weight on this. “You receive regular, constructive feedback on your performance”: people here put more weight on this. “You have opportunities for advancement or promotion at this organization”: people here put less weight on this.	Extra support on “You receive regular, constructive feedback on your performance”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.
Go-To-Market BU	Lighter touch	“Your immediate manager cares about your development”: people here put far less weight on this than the rest of the organization. “You receive regular, constructive feedback on your performance”: people here put far less weight on this than the rest of the organization. “You have opportunities for advancement or promotion at this organization”: people here put more weight on this.	Lighter touch on “Your immediate manager cares about your development”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
Product & Platform › Engineering Dept	Lighter touch	“Your immediate manager cares about your development”: people here put far less weight on this than the rest of the organization. “You have opportunities for advancement or promotion at this organization”: people here put more weight on this. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization.	Lighter touch on “Your immediate manager cares about your development”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.
Application Engineering Sub-dept	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. “Your immediate manager cares about your development”: people here put less weight on this. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
Client Apps Team	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put more weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.
Platform Engineering › Core Services Team	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
6 teams Client Services › Customer Success › CS Enterprise Team; Client Services › Delivery › Delivery East Team; Client Services › Delivery › Delivery West Team; Client Services › Delivery › Solutions Team; Corporate › People Dept; Corporate › People › People Team	Most support	“Your immediate manager cares about your development”: people here put much more weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put more weight on this. Fewer responses here, so use your judgment. “You have opportunities for advancement or promotion at this organization”: people here put less weight on this. Fewer responses here, so use your judgment.	Most support on “Your immediate manager cares about your development”: prepare managers first, and check in weekly until it runs smoothly.	The program owner decides changes; team leaders can adapt examples to their team.
5 teams Go-To-Market › Sales › Account Management Team; Go-To-Market › Sales › New Business Team; Product & Platform › Engineering › Application Engineering › Integrations Team; Product & Platform › Product › Design Team; Product & Platform › Product › Product Management Team	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put less weight on this. Fewer responses here, so use your judgment.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
4 teams Corporate › Executive Dept; Corporate › Executive › Executive Team; Corporate › IT Dept; Corporate › IT › IT Team	Standard support (too few responses)	There are too few responses here to compare, so these teams follow the standard approach.	Run the practice as designed; adapt examples to each team.	The program owner decides changes; team leaders can adapt examples to their team.
3 teams Client Services BU; Client Services › Customer Success Dept; Client Services › Delivery Dept	Lighter touch	“You have opportunities for advancement or promotion at this organization”: people here put far less weight on this than the rest of the organization. “Your immediate manager cares about your development”: people here put much more weight on this. “You receive regular, constructive feedback on your performance”: people here put more weight on this.	Lighter touch on “You have opportunities for advancement or promotion at this organization”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
3 teams Go-To-Market › Sales Dept; Product & Platform › Engineering › Platform Engineering › Infrastructure Team; Product & Platform › Product Dept	Lighter touch	“Your immediate manager cares about your development”: people here put far less weight on this than the rest of the organization. “You receive regular, constructive feedback on your performance”: people here put far less weight on this than the rest of the organization. “You have opportunities for advancement or promotion at this organization”: people here put more weight on this.	Lighter touch on “You receive regular, constructive feedback on your performance”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.
2 teams Corporate › Finance Dept; Corporate › Finance › Finance Team	Extra support	“Your immediate manager cares about your development”: people here put more weight on this. Fewer responses here, so use your judgment. “You have opportunities for advancement or promotion at this organization”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Extra support on “Your immediate manager cares about your development”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
2 teams Go-To-Market › Marketing Dept; Go-To-Market › Marketing › Marketing Team	Lighter touch	“Your immediate manager cares about your development”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put less weight on this. Fewer responses here, so use your judgment. “You have opportunities for advancement or promotion at this organization”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Lighter touch on “Your immediate manager cares about your development”: fewer reminders and check-ins, with the same practice and dates.	The program owner decides changes; team leaders can adapt examples to their team.
2 teams Product & Platform BU; Product & Platform › Engineering › Platform Engineering Sub-dept	Lighter touch	“Your immediate manager cares about your development”: people here put far less weight on this than the rest of the organization. “You have opportunities for advancement or promotion at this organization”: people here put more weight on this. “You receive regular, constructive feedback on your performance”: people here put less weight on this.	Lighter touch on “Your immediate manager cares about your development”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.

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Item	Details
What this is	The check-in workbook for Introduce quarterly career-growth conversations
Who it covers	Decivium · Organization-wide
Who owns it	Talent development leader with manager enablement
Review rhythm	Quarterly
First signal	One to three survey rounds
Prepared with	Ranx, from your survey results. Approvals, assignments and progress are kept in Ranx.

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Outcome	What we expect	When to look	Where to see the survey results
Job satisfaction	This initiative may help. It is an expectation, not a promised result.	Your next survey	In Ranx: Drivers, then Outcomes
Retention and commitment	This initiative may help. It is an expectation, not a promised result.	Your next survey	In Ranx: Drivers, then Outcomes
Work engagement	This initiative may help. It is an expectation, not a promised result.	Your next survey	In Ranx: Drivers, then Outcomes