CHANGE COMMUNICATIONS PLAN

Introduce quarterly career-growth conversations

Communications plan

Give managers a simple, recurring conversation guide for aspirations, capability gaps, opportunities, and next commitments.

A ready-to-send plan that keeps the promise, the survey findings and who decides the same for every audience.

OWNED BY **Talent development leader with manager enablement**	COVERS **Decivium · Organization-wide**
EFFORT **Low to medium**	FIRST SIGNAL **One to three survey rounds**
REVIEW RHYTHM **Quarterly**	PREPARED FOR **Decivium**

KEEP IN MIND **Teams can adapt examples and emphasis. Keep the same promise and commitments everywhere.**

Communication architecture

01 AUDIENCE	02 PROMISE	03 CHANNEL	04 ACTION
Who needs clarity or action	**What stays true everywhere**	**Where the message belongs**	**What happens next**

Audiences

Executive sponsor
Needs to approve the protected time, manager capacity, lower budget, privacy boundary, and

decision rights. Receives brief progress updates and makes decisions when options, capacity, or access barriers need leadership action.

Program owner
Builds the materials, prepares managers, maintains the opportunity menu, tracks delivery without collecting conversation content, runs the feedback loop, and brings decisions to the sponsor.

Senior leaders
Hold career-growth conversations with their own direct reports before the wider launch. Reinforce that managers must make realistic options visible and follow through on their commitments.

People managers
Invite every direct report, prepare, lead the conversation, document only agreed commitments and dates, follow through between conversations, and escalate blocked options.

Employees
Prepare their aspirations and questions, lead the conversation, choose realistic next steps, keep a copy of their growth plan, and raise concerns through the stated support route.

HR business partners and people leaders
Help managers find realistic development options, identify recurring barriers, protect equitable access to opportunities, and route unresolved issues to the program owner.

All employees
Receive a clear explanation of the practice, what it is not, how confidentiality is protected, and how to get help.

What we expect to see
This initiative may help job satisfaction, retention and commitment, and work engagement. Look for them in your next survey; they are expectations, not promised results.

Objectives

Build a quarterly rhythm in which managers and employees make career aspirations, capability needs, realistic opportunities, and next commitments visible.

Respond to survey priorities on career growth, feedback and coaching, and manager effectiveness by making development support more regular and concrete.

Help employees experience a private, employee-led conversation with clearer development support and a realistic next step.

Enable managers to distinguish growth support from performance management and promotion decisions.

Give leaders reliable implementation information: whether people were offered the practice, whether it was completed, whether it was useful, whether commitments are followed through, and whether access to opportunities is equitable.

Monitor job satisfaction and retention and commitment as outcomes linked to these priorities, and work engagement as a relevant but less certain link for feedback and coaching. These are signals to review in a later comparable survey, not promised results or proof that the conversations caused a change.

Key messages

Core message
We are introducing quarterly career-growth conversations so every employee has protected time with their manager to discuss where they want to grow, realistic ways to build experience, and one or two next steps. The employee leads the conversation; the manager listens, offers an honest view, opens doors to real options, and follows through on agreed support.

Why this matters
Employees told us that career growth, feedback and coaching, and manager effectiveness are priorities. A regular conversation can make development support and progress discussions more visible. It is one practical response to what employees shared; it does not promise a particular career outcome, promotion, or survey result.

What it is
A private, one-to-one conversation between a manager and each direct report, held once a quarter and protected on both calendars. It lasts 30 to 45 minutes and happens at least four weeks away from a performance review. It produces an updated growth plan with one or two goals, employee actions, manager support, due dates, and the next conversation booked.

What it is not
It is not a performance review, a status update, a performance goal, or a promotion negotiation.
The growth plan is never used for ratings, pay, or promotion decisions.
Development actions can build readiness but do not guarantee a role, title, selection, or timing.

Employee invitation: safe-to-send copy
Subject: Your quarterly career-growth conversation

You will be invited to a protected conversation with your manager about your growth. This is your conversation to lead. Together, you will look at what gives you energy, what you want to get better at, where you would like your work to head, and realistic options for building experience.

This is not a performance, pay, or promotion conversation. Your growth plan will not be used for ratings, pay, or promotion decisions. It is a shared agreement about the steps you will take and the support your manager will provide. A development step may build readiness for a future move, but it does not promise a role or a date.

Please spend a short time preparing before you meet. Consider:
What parts of your work give you the most and least energy?
What do you want to get better at over the next six to twelve months?
Where would you like your work to be heading in the next two or three years?
What got in the way of earlier commitments?
What support would help most?

Bring your preparation sheet and, if you have one, your prior growth plan. You and your manager will each keep a copy of the updated plan. If you need help or an agreed option is blocked, contact the program owner.

Manager message
Your role is to make time, listen first, offer two or three realistic options, be honest about limits, and write your support commitments into the growth plan. Do not turn this into a performance conversation. Do not promise a promotion or role. A strong commitment says what will happen, by when, and what support is needed.

Manager opening script
“This time is about you and where you want to grow. You lead it. My job is to help you find realistic options and clear the way.”
“This is not a performance conversation. The plan we write is never used for ratings, pay, or promotion decisions. It is our agreement about your growth: what you will do and how I will help.”

When the conversation is difficult
If an employee asks for a promotion: “Let’s look at what the next level asks for and where you are against it. I cannot promise timing, but I can help you build the evidence and tell you honestly what I know.”
If an employee is unsure: “That is common. Let’s start with what gives you energy and choose one small experiment for this quarter. We will learn from it.”

If no option is available: say so plainly, identify growth within the current role, and escalate the gap to the program owner.

Proof points to share after each round
Report reach, completion, employee-rated usefulness, clarity of next steps, realism of commitments, follow-through, and access to opportunities separately. Completion alone does not show quality, employee development, or a changed outcome.

Channels

Sponsor and senior-leader briefing
Use a leadership meeting and a short decision memo. Cover purpose, survey priorities, the employee guardrails, capacity required, what leaders must model, and decisions needed on blocked opportunities.

Manager enablement session
Use a live 90-minute session, supported by the manager preparation sheet, conversation guide, growth plan, opportunity menu, commitment log, and observation checklist. Managers need practice, not only an announcement.

Manager toolkit
Provide one central location for current materials: employee preparation sheet, manager preparation sheet, growth plan, conversation guide, opportunity menu, escalation route, and frequently asked questions.

Employee invitation
Managers send the invitation and employee preparation sheet one week before each conversation. A central employee message should arrive before managers begin scheduling, so people know what to expect and why the conversation is separate from performance management.

Manager check-ins
Use existing manager forums for launch reminders, question handling, examples of realistic options, and review of barriers. Do not use these forums to discuss individual employee plans.

Employee feedback pulse
After each conversation round, send a short pulse asking whether the manager helped the employee think about growth, whether the employee left with a clear next step, and whether that step is realistic. Provide a route for questions or support needs.

Leadership review

Use a quarterly review with the sponsor, program owner, and responsible leaders. Review delivery, quality, follow-through, access, unresolved barriers, and the decision required.

Cadence

Pre-launch: two to three weeks before the first quarterly window
Program owner confirms sponsor, scope, privacy boundary, decision rights, support route, and timing away from performance reviews.
Program owner adapts and tests the preparation sheets, growth plan, conversation guide, opportunity menu, and commitment log.
Senior leaders complete their own conversations first.
Sponsor approves capacity, lower budget, and the escalation route.

One week before the quarterly window
Program owner sends the central employee announcement and publishes the toolkit.
Managers complete preparation and practice.
Managers send each direct report the invitation and employee preparation sheet.

During the quarterly window
Managers protect 30 to 45 minutes for each direct report in a private setting without interruptions.
Managers use the seven-part conversation: open, look back, aspirations, strengths and growth areas, options, commit, and close.
Managers ask briefly about progress in regular one-to-ones after the conversation.
Program owner checks early access and support needs without waiting for a later survey.

Within two working days of each conversation
Manager and employee each receive a copy of the completed growth plan.
Manager records only commitments, commitment owner, support needed, due date, and status in the commitment log. No conversation notes belong in the log.

Mid-quarter
Program owner checks with managers on blocked options, workload, preparation, and follow-through.
Responsible leaders resolve or escalate barriers that managers cannot remove.

After each quarterly round
Program owner runs the employee quality pulse and reviews reach, completion, quality, employee experience, follow-through, and access separately.
Managers meet for a short calibration discussion to share what worked, rehearse difficult moments, and refresh the opportunity menu.
Sponsor decides whether to continue as planned, strengthen manager support, remove

barriers, or adjust approved local emphasis.

After a comparable follow-up survey
Review the delivery record alongside later survey signals for career growth, feedback and coaching, manager effectiveness, job satisfaction, retention and commitment, and work engagement. State what was delivered, what changed afterward, and what remains uncertain. Do not treat sequence or association as proof of cause.

Senders

Executive sponsor
Sends the launch endorsement to all employees and senior leaders. Owns the message that protected time, realistic options, and equitable access are leadership responsibilities.

Program owner
Owns all program communications, toolkit updates, manager enablement invitations, support instructions, pulse communications, and quarterly review materials. Keeps messages consistent with the privacy and no-performance-use boundaries.

Senior leaders
Model the practice with their direct reports before launch. Reinforce the purpose in leader and manager forums, remove capacity barriers, and make honest opportunity-setting visible.

People managers
Send the individual employee invitation, protect the time, lead the conversation, share the updated plan, and communicate progress on their own support commitments.

HR business partners and people leaders
Reinforce the manager message, help source realistic options, identify repeated barriers, and direct requests that require program-owner or sponsor decisions to the right route.

Sponsor approval checkpoint
Before launch, the sponsor approves the employee invitation, manager message, escalation route, protected-time expectation, and approach to reviewing equitable access.

Across the organization

Across the organization, everyone at Decivium runs the same practice. 30 of the 34 teams below need more or less support, based on what their people said in the survey.

Support by team

Every team runs the same practice. The rows below show where teams need more or less support, based on what their people said in the survey. This is guidance, not a score or a target.

Lighter touch	Slightly lighter	Standard support	Extra support	Most support

Team and support	What it means for managers
Everyone Decivium **Standard support**	**WHAT PEOPLE SAID** Across the organization, the practice runs the same way at Decivium. **WHAT TO DO** **Run the practice as designed.** **Who decides: the program owner decides changes for the whole organization; teams don't start separate programs.**
Client Services › Customer Success › CS Growth Team **Extra support**	**WHAT PEOPLE SAID** “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. **WHAT TO DO** **Extra support on “You receive regular, constructive feedback on your performance”: brief managers, use practical examples, and check in more often.** **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**
Corporate BU **Extra support**	**WHAT PEOPLE SAID** “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. **WHAT TO DO**

	Extra support on "You receive regular, constructive feedback on your performance": brief managers, use practical examples, and check in more often. **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**
Go-To-Market BU **Lighter touch**	**WHAT PEOPLE SAID** "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. **WHAT TO DO** **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.** **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**
Product & Platform › Engineering Dept **Lighter touch**	**WHAT PEOPLE SAID** "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. **WHAT TO DO** **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.** **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**
Application Engineering Sub-dept **Extra support**	**WHAT PEOPLE SAID** "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. **WHAT TO DO**

	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often. **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**
Client Apps Team **Extra support**	**WHAT PEOPLE SAID** “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. **WHAT TO DO** **Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.** **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**
Platform Engineering › Core Services Team **Extra support**	**WHAT PEOPLE SAID** “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. **WHAT TO DO** **Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.** **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**
6 teams **Client Services › Customer Success › CS Enterprise Team; Client Services › Delivery ›**	**WHAT PEOPLE SAID** “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

Delivery East Team; Client Services › Delivery › Delivery West Team; Client Services › Delivery › Solutions Team; Corporate › People Dept; Corporate › People › People Team **Most support**	judgment. **WHAT TO DO** **Most support on "Your immediate manager cares about your development": prepare managers first, and check in weekly until it runs smoothly.** **Who decides: 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**	**WHAT PEOPLE SAID** "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. **WHAT TO DO** **Extra support on "You have opportunities for advancement or promotion at this organization": brief managers, use practical examples, and check in more often.** **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**
4 teams **Corporate › Executive Dept; Corporate › Executive › Executive Team; Corporate › IT Dept; Corporate › IT › IT Team** **Standard support (too few responses)**	**WHAT PEOPLE SAID** There are too few responses here to compare, so these teams follow the standard approach. **WHAT TO DO** **Run the practice as designed; adapt examples to each team.** **Who decides: 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**	**WHAT PEOPLE SAID** "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. **WHAT TO DO** **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. **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**
3 teams **Go-To-Market › Sales Dept; Product & Platform › Engineering › Platform Engineering › Infrastructure Team; Product & Platform › Product Dept** **Lighter touch**	**WHAT PEOPLE SAID** "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. **WHAT TO DO** **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.** **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**
2 teams **Corporate › Finance Dept; Corporate › Finance › Finance Team** **Extra support**	**WHAT PEOPLE SAID** "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. **WHAT TO DO** **Extra support on "Your immediate manager cares about your development": brief managers, use practical examples, and check in more often.** **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**

2 teams **Go-To-Market › Marketing Dept; Go-To-Market › Marketing › Marketing Team** **Lighter touch**	**WHAT PEOPLE SAID** “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. **WHAT TO DO** **Lighter touch on “Your immediate manager cares about your development”: fewer reminders and check-ins, with the same practice and dates.** **Who decides: 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**	**WHAT PEOPLE SAID** “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. **WHAT TO DO** **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.** **Who decides: The program owner decides changes; team leaders can adapt examples to their team.**

Guardrails

Privacy and dignity
Do not identify anyone’s survey responses or infer individual views from team information.
Hold conversations privately, in person or on video, without interruptions.
Keep growth plans out of performance files.
Record only agreed commitments, commitment owner, support needed, due date, and status.
Do not record conversation notes.

Purpose boundary
Keep career-growth conversations separate from performance reviews by at least four weeks.

Use the candor line at the start of every conversation: the plan is never used for ratings, pay, or promotion decisions.
Do not turn the conversation into a current-work status update.

Honest opportunity-setting
Do not imply that a course, assignment, conversation, or plan guarantees promotion, selection, a title, a role, or timing.
Offer only real options and state limits plainly. If options are knowingly unavailable and leaders will not communicate that honestly, do not launch.
When an option is blocked, escalate it to the program owner rather than allowing the commitment to stall.

Minimum delivery and quality
Every in-scope employee must be offered a prepared conversation, a realistic next action, and a follow-up date.
A strong conversation is employee-led; reviews both parties' earlier commitments; explores at least two types of options; creates one or two specific commitments; records manager support; and books the next conversation.
Weak delivery is a rushed or interrupted meeting, a manager-led lecture, vague commitments, unsupported promises, or a plan that is never revisited.

Manager support triggers
Provide coaching or escalate when managers lack credible options, conversations repeatedly become performance discussions, employee feedback shows low clarity or usefulness, commitments stall because time or opportunity was not secured, or access to development opportunities appears uneven.

Measurement and decisions
Keep reach, completion, quality, employee experience, follow-through, and staying power separate.
Completion is not evidence of quality, development, or a changed survey outcome.
Review employee and manager commitments separately.
Review opportunity access across reportable employee groups and work areas without exposing personal data.
At the quarterly review, the sponsor decides whether to continue, strengthen support, remove barriers, adjust approved local emphasis, narrow, pause, or stop. After a comparable follow-up survey, interpret later results alongside verified delivery and state causal uncertainty plainly.