EXECUTIVE IMPLEMENTATION BRIEF

Introduce quarterly career-growth conversations

Implementation brief

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

WHAT IT ADDRESSES • Career growth · Feedback and coaching · Manager effectiveness

DELIVERY EFFORT	WHO IT REACHES
Low to medium	All people managers and their teams

The decision, what the survey showed, the commitments, and how each team adapts, in one brief you can approve.

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 **Use this brief to agree how the work will run. Approvals and assignments happen in Ranx.**

Implementation at a glance

DECISION	OPERATING OWNER	SIGNAL
Confirm intent, scope, owner, sequence, and conditions	Name who resolves tradeoffs and keeps the work moving	Agree what will be reviewed, when, and inside which guardrails

The decision

Approve a quarterly career-growth conversation rhythm for all people managers and their teams, subject to a readiness check before launch.

Each manager holds a protected, private career-growth conversation with each direct report once a quarter. The employee leads the conversation; the manager listens, offers an honest view of realistic options, and agrees how to help. The conversation ends with a shared growth plan containing one or two feasible next steps, the manager's support, due dates, and the next conversation.

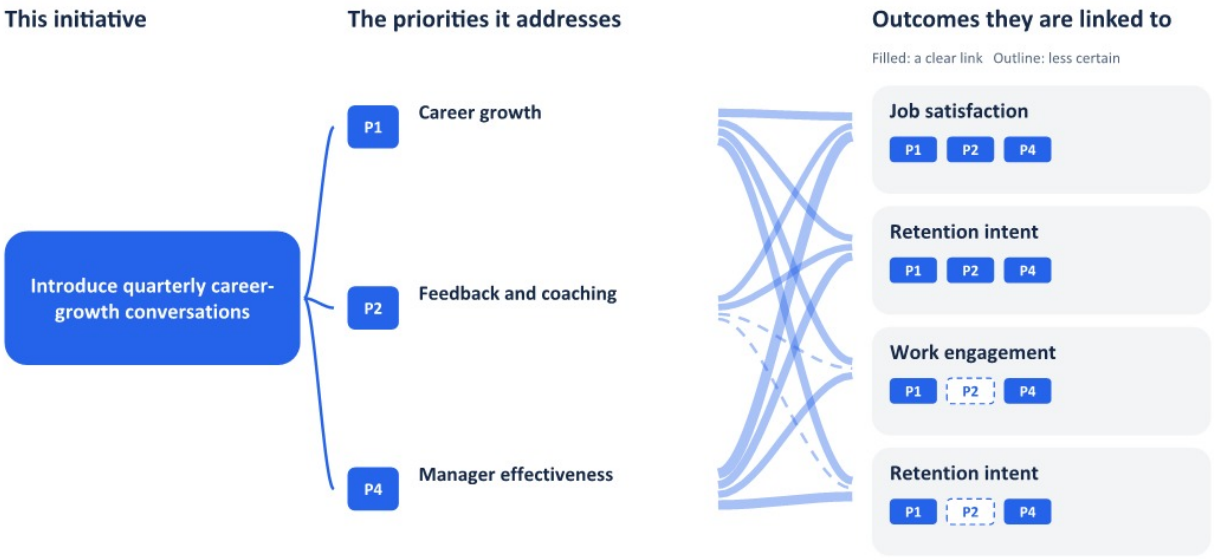
This is a low-to-medium effort practice. It requires protected manager time, practical manager preparation, honest development options, and a privacy-safe way to monitor delivery. It is not a performance review, a status update, a promotion negotiation, or a promise of a role or timing.

Decision requested: authorize the executive sponsor and program owner to complete the readiness check, prepare managers and materials, launch a first quarterly round, and bring a review decision after the first round. Do not proceed if leaders cannot offer realistic options or communicate constraints honestly.

Why this work

WHY THIS INITIATIVE The survey priorities it addresses, and the outcomes they are linked to.

Introduce quarterly career-growth conversations · Quarterly Engagement Pulse · Cycle 5 · Closed Oct 30



Filled badges and solid bands: a clear link in this survey. Outlined and dashed: less certain. Wider bands move together more strongly. Each outcome is an expectation, not a promised result; the survey results behind these links are in Ranx under Drivers, then Outcomes.

Employees identified career growth, feedback and coaching, and manager effectiveness as priorities. This practice turns development from an occasional event into a regular manager-employee rhythm: employees can name where they want to grow, managers can

give candid feedback and connect them to real opportunities, and both parties can follow through on visible commitments.

The intended near-term employee experience is clearer development support and more frequent progress conversations. Job satisfaction and retention and commitment are clear outcomes to monitor alongside this work. Work engagement is also relevant to monitor; the link from feedback and coaching is less certain. These are reasons to test and learn, not promises that results will change.

A completed conversation is only a reach measure. The practice is working well when employees report that the conversation was useful, they leave with a clear and realistic next step, managers deliver their support, and access to opportunities is reviewed fairly across reportable employee groups and work areas.

Scope

In scope
All people managers and their teams.
A private, protected conversation once each quarter, scheduled at least four weeks away from performance reviews.
A shared employee-owned growth plan, manager and employee preparation, an options menu, a commitment log, manager practice, follow-up in regular one-to-ones, and an equitable access review.

Core practice every team follows
The employee receives the preparation sheet about a week before the meeting and spends time considering what gives them energy, where they want their work to head, what they want to improve, what blocked prior commitments, and what support would help.
The manager rereads the prior plan, identifies one observed strength and one capability that could open doors, identifies realistic options, and prepares to state limits honestly.
The manager and employee meet privately, without interruptions, for a protected conversation of about half an hour to three quarters of an hour.
The manager opens by saying: “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.”
The manager also says: “This isn’t a performance conversation. The plan we write is never used for ratings, pay or promotion decisions. It’s our agreement about your growth: what you’ll do, and how I’ll help.”
The conversation follows this sequence: review prior commitments; discuss aspirations; discuss strengths and growth areas; explore growth in the current role, across the organization, and through learning; agree commitments; recap and book the next conversation.
The plan records only the agreed direction, development goals, employee steps, manager support, dates, and the next review. Both keep a copy. The commitment log records commitments, owner, support, due date, and status; it never records conversation notes.

Out of scope
Performance ratings, pay, performance concerns, promotion or selection decisions, and promises of openings, titles, or timing.
Using the plan or conversation content in performance files.
Creating separate local programs. Teams may use relevant examples and available opportunities, but the common practice and program owner remain the same.

Minimum delivery
Every in-scope employee is offered a prepared conversation with a realistic next action and a follow-up date.

Strong delivery
Employees see clearer options and access to relevant development experiences. Managers honor their support commitments, and leaders inspect whether opportunity and follow-through are useful and equitable.

Outcomes

Expected employee experience
Employees understand what the conversation is and is not before they attend.
Employees do most of the talking and can discuss aspirations without the discussion becoming an evaluation.
Employees leave with one or two small, realistic commitments and know what support their manager will provide.
Employees can expect their manager to ask about progress in regular one-to-ones and to be honest when an option is unavailable.

Implementation outcomes to establish before interpreting survey results
Managers offer and complete the conversations across the intended audience.
Employees report that their manager helped them think about growth, that they left with a clear next step, and that the next step is realistic.
Employee and manager commitments are completed or deliberately changed rather than allowed to stall.
Leaders can see whether development opportunities are being shared fairly across reportable groups and work areas.

Later outcomes to monitor
Career growth, feedback and coaching, and manager effectiveness in a comparable future survey.
Job satisfaction and retention and commitment, which have clear links to the priorities addressed.
Work engagement, while recognizing that the feedback and coaching link is less certain.

Interpretation rule
The organization may see changes after strong delivery, but this initiative does not promise a survey or business outcome. Review delivery strength, employee experience, timing, other changes in the organization, and remaining uncertainty before deciding what contribution the practice may have made.

Owners

Executive sponsor: Chief People Officer or VP of HR
Approve the purpose, resources, privacy boundary, and decision rights.
Ensure leaders protect manager and employee time and make realistic development options available.
Review the first-round findings and decide whether to continue, adjust, narrow, pause, or stop.

Accountable owner: Talent development leader with manager enablement
Build and run the practice, maintain the materials and options menu, prepare managers, monitor delivery, coordinate support, and bring decisions to the sponsor.
Keep growth plans out of performance files and ensure monitoring does not collect unnecessary personal data.
Escalate unresolved access, capacity, quality, or guardrail issues to the sponsor and responsible leaders.

Managers
Prepare for and deliver the conversation; protect the time and privacy; listen more than they speak; offer honest, realistic options; write their own support commitments into the plan; and follow through between conversations.
Escalate blocked options rather than letting employee commitments stall.

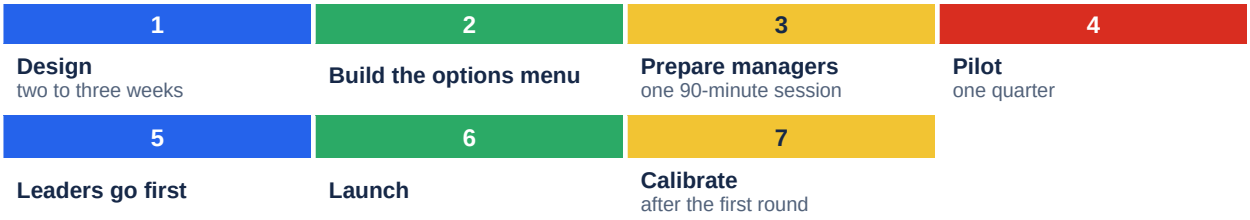
Employees
Prepare their aspirations, interests, strengths, questions, and prior commitments; lead the discussion; agree feasible next steps; and raise progress or barriers in regular one-to-ones.

Senior leaders
Hold career-growth conversations with their own direct reports before the wider launch. Make visible examples of realistic development routes and capacity constraints.

HR business partners and leaders who own opportunities
Help keep the options menu current, identify barriers to access, and resolve or escalate requests that managers cannot clear.

Milestones

ROLLOUT AT A GLANCE 7 steps to build and launch the practice.



Weeks one through two: agree and test readiness
Owner: accountable owner, with sponsor approval.
Confirm the purpose, in-scope managers and employees, decision rights, privacy boundary, quarterly window, escalation route, and review forum.
Confirm manager capacity, protected time, realistic development routes, and access to learning and work-experience opportunities.
Build a simple baseline for reach, quality, follow-through, and equitable access. Keep implementation measures separate from future survey results.
Decision: proceed only when ownership, capacity, employee protections, and honest options are in place.

Weeks two through three: build the working kit
Owner: accountable owner.
Adapt the employee preparation sheet, manager preparation sheet, shared growth plan, conversation guide, commitment log, and options menu to Decivium's role vocabulary and real opportunities.
Ensure the growth plan states clearly that it is never used for ratings, pay, or promotion decisions.
Set up a privacy-safe delivery record that tracks offers, completion, commitments, manager support, due dates, and status without conversation notes.
Decision: approve materials only after a walkthrough shows that a new manager can run the full conversation and handle exceptions.

Week four: prepare leaders and managers
Owner: accountable owner; senior leaders model the practice.
Run a manager session of about an hour and a half: explain the purpose and boundaries; demonstrate a conversation; practice in groups of three with manager, employee, and observer roles; and rehearse hard moments.
Use the observation checklist: did the manager establish employee ownership, review prior commitments, listen, explore more than one type of option, make specific commitments, record manager support, use no-promise language when needed, and book the next conversation?
Decision: provide coaching before launch to managers who cannot demonstrate the core practice.

Week five: launch the quarterly window
Owner: managers, supported by the accountable owner.
Leaders explain what employees should expect and what will not change. Managers send the

preparation sheet with the invitation and schedule protected, private conversations away from performance reviews.
Employees receive a clear route for questions or support.
Decision: resolve early access, scheduling, or option gaps promptly rather than waiting for the quarter to end.

During the quarterly window: deliver and support
Owner: managers; accountable owner monitors.
Managers run the conversation, finalize the shared plan within two working days, keep plans outside performance files, and ask briefly about progress in regular one-to-ones.
If an employee raises promotion, the manager says: “Let’s look at what the next level asks for and where you are against it. I can’t promise timing, but I can help you build the evidence and tell you honestly what I know.”
If an employee is unsure about direction, the manager starts with what gives them energy and agrees one small experiment for the quarter.
If no option exists, the manager says so plainly, explores growth in the current role, and escalates the gap to the accountable owner.
Decision: escalate repeated stalled commitments, unavailable options, or uneven access to the sponsor and responsible leader.

After the first round: calibrate and decide
Owner: accountable owner and sponsor.
Bring managers together for a short calibration session to review what worked, recurring barriers, quality pulse results, follow-through, and access patterns. Refresh the options menu.
Report what was delivered, what employees experienced, what remains uncertain, and the recommended changes.
Decision: continue the quarterly rhythm, adjust materials or support, narrow or pause delivery where conditions are not ready, or stop if the practice cannot meet its guardrails.

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 › Delivery East Team; Client Services › Delivery › Delivery West Team; Client Services › Delivery › Solutions Team; Corporate › People Dept; Corporate › People ›**	**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 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.**

People Team **Most support**	**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	**WHAT PEOPLE SAID** “Your immediate manager cares about your development”: people here put

Go-To-Market › Sales Dept; Product & Platform › Engineering › Platform Engineering › Infrastructure Team; Product & Platform › Product Dept **Lighter touch**	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;**	**WHAT PEOPLE SAID** “Your immediate manager cares about your development”: people here put far less weight on this than the rest of the organization.

Product & Platform › Engineering › Platform Engineering Sub-dept **Lighter touch**	"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

Employee protection
No one's survey answers are identified or used to make decisions about them.
Career conversations, growth plans, and commitment logs are never used for performance ratings, pay, promotion, or selection decisions.
Keep growth plans outside performance files. Record commitments and due dates only; do not record what was said.

Practice boundaries
Keep career conversations at least four weeks away from performance reviews.
Hold them privately, without interruptions, in person or by video.
The employee owns the conversation. Managers ask, listen, offer an honest view, and avoid taking over.
Never present a development action, learning activity, stretch assignment, or completed plan as a guarantee of promotion, role, title, selection, or timing.
State constraints plainly. Do not invent opportunities or imply availability that does not exist.

Readiness and stop conditions
Do not launch if leaders know that career options are unavailable and will not communicate that constraint honestly.
Pause or correct delivery if manager capacity, privacy protections, practical access to options, or the separation from performance processes is unresolved.
Escalate when managers lack credible options for common needs; when usefulness, clarity, or equitable access is weak despite high completion; or when commitments repeatedly stall because time or opportunity was not secured.

Quality standard
A strong conversation has preparation from both parties, employee-led discussion, candid feedback, realistic options, specific commitments stating what will happen, by when, and with what support, a manager commitment, and a booked next conversation.
Weak delivery turns into a performance review, uses vague commitments such as "work on

leadership," promises a move, lets the manager do most of the talking, or records the plan as a performance document.

Measures

Track each measure separately. Do not use activity completed as proof of quality, employee development, or changed outcomes.

Reach
Share of the intended audience offered a career conversation during the quarterly window.
Decision: investigate access or scheduling barriers if offers are uneven or missing.

Take-up
Share of the intended audience completing a conversation.
Decision: distinguish declined, delayed, and unavailable employees; provide support without pressuring employees who do not want a full conversation.

Quality of delivery
Use sampled observation and a short employee pulse after each round.
Ask employees: "My manager helped me think about my growth." "I left with a clear next step." "My next step is realistic."
Check whether sampled conversations used preparation, realistic options, explicit no-promise language where relevant, specific commitments, manager support, and a next date.
Decision: coach managers and revise materials when quality is weak, even if completion is high.

Employee experience and access
Review employee feedback on clarity, usefulness, manager support, and access to opportunity.
Review how stretch opportunities are shared across reportable employee groups and work areas.
Decision: correct barriers, refresh the options menu, and involve leaders who control time or opportunities when access is uneven.

Staying power
Track employee and manager commitments from the prior quarter separately: completed, deliberately changed, or still open.
Review whether managers ask about progress in regular one-to-ones and complete their own support commitments.
Decision: escalate recurring stalls caused by unavailable time, introductions, approvals, learning, or work experience.

Later survey and outcome review
In a comparable future survey, review career growth, feedback and coaching, manager

effectiveness, job satisfaction, retention and commitment, and work engagement.
Interpret results alongside delivery, employee experience, timing, and other organizational changes. Survey movement after the practice is a signal to review, not proof that the practice caused it.

First-round review conditions
Continue and embed the rhythm when reach, quality, follow-through, and fair access show credible delivery and employees describe useful, realistic support.
Adjust when managers need stronger options, better practice, clearer communications, or more capacity.
Narrow, pause, or stop when the organization cannot protect the employee guardrails, provide honest options, or deliver the practice with sufficient quality.

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.