MANAGER ENABLEMENT GUIDE

Introduce quarterly career-growth conversations

Manager guide

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

A practical guide for explaining the initiative, holding credible conversations, and escalating issues without overpromising.

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 **You run the conversations and listen. Changes to the program itself go to its owner.**

Manager quick-start

EXPLAIN
Connect it to people's real work. Never promise a survey score.

LISTEN
Hear the practical barriers people face, and keep individual answers confidential.

ESCALATE
Take questions about capacity, safety or authority to the program owner.

Why it matters

Quarterly career-growth conversations are protected one-to-one conversations between a manager and each direct report. They create a regular rhythm for employees to discuss where they want their work to head, capabilities they want to build, realistic development

options, and one or two next steps.

The employee leads the conversation. Your role is to listen, offer an honest perspective, explore realistic options, make your support visible, and follow through on what you commit to do. The result is a shared growth plan that both of you keep and revisit next quarter.

This is not a performance review, a status meeting, a performance goal, or a negotiation for promotion. Keep it separate from performance discussions and at least four weeks away from performance reviews. The growth plan is never used for ratings, pay, or promotion decisions. It records the commitments you both agree, not a record of everything said.

The survey identified career growth, feedback and coaching, and manager effectiveness as priorities. This practice gives employees more frequent progress conversations, clearer development support, and a manager who is visibly invested in their growth. These priorities have clear links to job satisfaction and retention intent, and clear or less certain links to work engagement. Those links make the practice worth testing; they do not guarantee a survey or business result.

Why the rhythm matters:
- Annual development planning is too far apart to sustain momentum. Quarterly conversations turn growth into smaller, visible steps.
- Keeping growth separate from evaluation makes honest discussion more likely.
- A shared plan makes both the employee's actions and the manager's support commitments clear.
- Reviewing the plan in later conversations makes follow-through a habit.

Minimum delivery: every employee in scope is offered a prepared career conversation, leaves with a realistic next action and follow-up date, and can expect the manager to deliver agreed support.

Strong practice looks like employees gaining clearer options and access to relevant development experiences, while leaders review whether opportunities and follow-through are useful and equitable. A completed meeting alone is not proof that an employee developed or that a later result changed.

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.

Your role

Before the conversation

- Protect 30 to 45 minutes on both calendars in a private, interruption-free setting, in person or by video.
- Send the employee preparation sheet one week ahead. Ask them to consider what gives them energy, what they want to improve over the next six to twelve months, the direction they want their work to take, what blocked earlier commitments, and what support would help.
- Spend about 10 minutes preparing. Re-read the last growth plan and check both the employee's commitments and your own.
- Prepare one observed strength and one capability that could open doors. Bring two or three realistic options: growth in the current role, opportunities elsewhere in the organization, and learning.
- Know the real limits on time, openings, budget, and available opportunities. Honest limits build trust; vague optimism does not.

During the conversation
- State the purpose and the boundary: this is an employee-led growth conversation, not a performance discussion.
- Ask before advising. The employee should do most of the talking.
- Offer specific observations based on work you have seen, not broad labels.
- Explore real options, including learning, stretch work, projects, mentoring, shadowing, and internal moves where available.
- Agree no more than two feasible commitments. Each must say what will happen, by when, and what support is needed.
- Write your support commitments into the growth plan with the employee's steps. Book the next conversation before you finish.

After the conversation
- Within two working days, complete the growth plan and ensure you and the employee each have a copy. Keep it out of performance files.
- Record only commitments, ownership, support needed, due dates, and status in the commitment log. Do not record conversation notes.
- Raise progress briefly in regular one-to-ones. Deliver your commitments: make the introduction, protect time, approve a request, or explain promptly if circumstances change.
- Update the program owner when an agreed option is blocked, unavailable, or repeatedly stalled.

Never promise a role, title, promotion, selection decision, timing, budget, or opportunity you do not control. Development can build readiness, but it does not guarantee an outcome. Never use the conversation, plan, participation, or commitments for performance ratings, pay, or promotion decisions. Never identify or speculate about anyone's survey answers.

How to run it

A SESSION AT A GLANCE 7 steps, 40 minutes in all.

3 min	5 min	10 min	7 min	8 min	5 min	2 min
1. Open	2. Look back	3. Aspirations	4. Strengths and growth areas	5. Options	6. Commit	7. Close

Set aside 30 to 45 minutes. Have the employee preparation sheet, the previous growth plan, the current options menu, and a blank or editable growth plan ready.

1. Open — 3 minutes

Say: “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.”

Then say: “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.”

Ask: “What would make this conversation useful for you?”

2. Look back — 5 minutes

Review the previous plan, including your support commitments.

Ask: “Last time you planned to [commitment]. How did it go? What got in the way? What did you learn about what you want?”

Do not turn a missed step into a performance judgment. Learn what made it unrealistic, blocked, or no longer relevant. Decide whether to complete, change, or replace it.

3. Explore aspirations — 10 minutes

Ask:

- “What would you like more of in your work? Less of?”
- “When you picture your work two years from now, what are you doing?”
- “What would you like people to come to you for?”

Listen for a direction, not a job title. Reflect back what you heard before offering ideas.

4. Discuss strengths and growth areas — 7 minutes

Ask first: “Where do you feel strongest right now?” and “What is one capability that would open the most doors for you?”

Then offer one observation each way: “Something I have seen you do really well is [specific strength]. One thing that would help you get where you want to go is [specific capability].”

Keep feedback concrete, work-based, and forward-looking.

5. Explore options — 8 minutes

Explore at least two kinds of options:

- Grow in the current role through a stretch task, project, new responsibility, or practice opportunity.
- Grow across the organization through shadowing, a career conversation, mentoring, or an internal opportunity.
- Learn through training, education, or guided practice.

Say: “Here are a few options I can see. Which of these interest you?”

Be direct about limits: “I cannot create a new role, but I can help you pursue an available development opportunity or build relevant experience in your current work.”

6. Commit — 5 minutes

Agree one or two steps that are small enough to finish before the next conversation. Use the commitment test:
- What exactly will happen?
- By when?
- What support is needed, and who owns it?
Say: “Let’s pick one or two things you will do before we meet again. What exactly will you do, by when, and what do you need from me? Let’s write both into your plan.”
When a larger move comes up, say: “This step builds experience that may be relevant to that role. It is not a promise of the role or timing. I will tell you honestly what I know about available opportunities.”

Weak and strong commitments
- Weak: “Work on leadership.”
  Strong: “Lead the next team retrospective, then debrief with me within a week.”
- Weak: “Take a course.”
  Strong: “Finish the data storytelling module and present one analysis at a team meeting this quarter.”
- Weak: “Look into moving to product.”
  Strong: “Shadow two product planning sessions and have a career conversation with a product manager this quarter.”
- Weak: “Get better at presenting.”
  Strong: “Present the monthly update twice this quarter and ask a colleague for feedback after each.”
7. Close — 2 minutes
Play back the commitments, owners, support, and due dates. Confirm that you both have a copy of the plan and book the next conversation.
Ask: “Was this useful? What would make the next one better?”

Hard moments
- “I want a promotion.” Say: “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 relevant evidence and tell you honestly what I know.”
- “I do not know what I want.” Say: “That is common. Let’s start with what gives you energy and choose one small experiment for this quarter. We will learn from it.”
- There is no available option they want. Say so plainly. Look for development in the current role and raise the gap with the program owner so the options menu can be improved.
- They are thinking about leaving. Thank them for being honest, ask what is driving it, and explore internal options without changing how you treat them. Involve HR only if they ask.
- They do not want the conversation. Respect that. Offer a shorter check-in, keep the door open, and ask again next quarter.
- The conversation becomes a performance discussion. Pause and say: “That deserves its own conversation. This time is for your growth and the support we can agree.” Schedule the separate discussion if needed.

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.**

Escalation

Escalate promptly to the program owner when:
- You lack credible development options for a common employee need.
- An employee's agreed development step is blocked by time, access, approval, or an unavailable opportunity.
- Commitments repeatedly stall because the necessary time or opportunity was never secured.
- You are asked to make or imply a promotion, selection, pay, or role promise.
- A proposed practice conflicts with workload, policy, systems, privacy, or the rule that growth work stays separate from performance decisions.
- Employees report that the conversation is not useful, clear, supportive, or fair, especially

when completion remains high.
- You see patterns suggesting that stretch opportunities are not being shared fairly across reportable groups or work areas.

Escalate to HR or the appropriate people support contact when an employee asks for HR involvement, including after they disclose that they are considering leaving. Do not automatically involve HR simply because an employee is considering leaving.

Escalate to your leader and the program owner when manager capacity, ownership, authority, or access barriers put the quarterly rhythm at risk.

What to send in an escalation:
- The blocked commitment or recurring barrier.
- What has already been tried.
- The decision, access, or resource needed.
- The employee impact without unnecessary personal detail.
- The date by which a response is needed.

Do not include private conversation notes, performance information, or anyone's survey response in an escalation.

Guardrails

Keep these boundaries every time:
- This is an employee-led career-growth conversation, not a performance review, status update, or promotion negotiation.
- Hold it at least four weeks away from performance reviews.
- State that the plan is never used for ratings, pay, or promotion decisions.
- Keep the plan out of performance files.
- Record commitments and status only. Do not record personal discussion notes.
- Be honest about limits on opportunities, time, budget, and openings. Do not create false hope.
- Never imply that completing a development action guarantees promotion, selection, a role, or a date.
- Do not launch or continue a cycle as if options exist when leaders know they are unavailable and will not say so honestly. Escalate the constraint.
- Protect privacy and anonymity. Do not identify, infer, or discuss individual survey responses.
- Treat employees consistently. If an employee is considering leaving, thank them for the honesty and continue to treat them fairly.
- Review access to stretch opportunities and development experiences across reportable groups and work areas. Do not let the same people receive opportunities by default.
- Completion is not quality. Monitor whether employees experienced clarity, useful support,

realistic next steps, and follow-through.

Quality check for your own practice:
- I opened with the purpose and employee ownership.
- I reviewed both sides' prior commitments.
- The employee did most of the talking.
- We explored at least two kinds of development options.
- Commitments specified what, by when, and support needed.
- My support was written into the plan.
- I used clear no-promise language where a larger move arose.
- We booked the next conversation.

Checklist

Before the quarterly window
- Confirm the conversation is scheduled at least four weeks away from a performance review.
- Reserve 30 to 45 minutes in a private, interruption-free setting.
- Send the employee preparation sheet one week ahead.
- Ask the employee to bring their previous growth plan and preparation notes.
- Review the prior plan, including the employee's commitments and your support commitments.
- Prepare one observed strength and one capability that could open doors.
- Review the current options menu and select two or three realistic options.
- Confirm what is genuinely available and what limits you need to explain honestly.

At the conversation
- Open with the purpose, employee ownership, and the boundary from performance, pay, and promotion decisions.
- Review what happened since the prior conversation and what was learned.
- Ask about aspirations, strengths, interests, and desired growth direction.
- Offer specific observations and listen before advising.
- Explore development in the current role, across the organization, and through learning.
- Agree one or two feasible commitments using what, by when, and what support.
- Write both the employee's actions and your support commitments into the growth plan.
- Confirm that both of you will retain a copy.
- Book the next quarterly conversation.
- Ask whether the conversation was useful and what would improve it next time.

Within two working days
- Finish the shared growth plan and send or provide a copy to the employee.
- Keep the plan out of performance files.
- Update the commitment log with commitment, owner, support needed, due date, and status

only.
- Make introductions, protect time, approve requests, or take other support actions you committed to.
- Escalate blocked or unavailable options to the program owner.

Between conversations
- Check progress briefly in regular one-to-ones.
- Review your own commitments as carefully as the employee's.
- Change commitments deliberately when circumstances change; do not let them disappear.
- Notice whether development opportunities are being shared fairly and raise concerns.

What leaders and the program owner monitor
- Reach: employees offered a conversation.
- Completion: employees who had one.
- Quality: whether employees felt their manager helped them think about growth, they left with a clear next step, and the next step was realistic.
- Follow-through: employee commitments and manager support commitments completed or deliberately changed, reviewed separately.
- Access: how stretch opportunities are spread across reportable groups and work areas.

Use these measures to improve delivery. Conversation completion shows that the practice reached people; it does not prove employee growth or a changed outcome. Later survey results on career growth, feedback and coaching, manager effectiveness, job satisfaction, retention and commitment, and work engagement should be interpreted alongside delivery quality and with appropriate caution.

YOUR TOOLKIT

The sheets you and your team use

Each sheet is ready to use: print it, or fill it in on screen. Here is who uses each one, and when.

Preparing for your career-growth conversation

For each team member. Send it a week before their conversation, with the invitation.

Preparing to support your team member's growth

For you. Use it ten minutes before each conversation, with last time's growth plan.

Our career growth plan

For you and your team member. Fill it in together at the end of the conversation. You each keep a copy, and the next conversation starts with it.

PREPARATION · FOR YOU

Preparing for your career-growth conversation

This conversation is about your growth: what you want from your work, what you want to get better at, and the next steps you and your manager will take together. You lead it. Take 10 to 15 minutes beforehand to think through these questions. Bring your notes, and share what you choose.

YOUR NAME	YOUR MANAGER	CONVERSATION DATE

THIS IS NOT A PERFORMANCE REVIEW
Nothing in this conversation or in your growth plan is used for ratings, pay or promotion decisions. Say what you actually want.

Since our last conversation

Bring your growth plan. First conversation? Skip this part.

What we agreed	Whose	What happened	What got in the way

Looking ahead

What part of my work gives me the most energy right now?

And the least?

What do I want to get better at over the next six to twelve months?

Where would I like my work to be heading in two or three years?

A direction, not a job title.

What support would help me most?

For example: time, training or education, a stretch assignment, introductions, regular feedback.

One or two steps I might commit to

After the conversation, you and your manager each keep a copy of the growth plan you agree. The plan is yours: take it with you if your role or manager changes.

PREPARATION · FOR MANAGERS

Preparing to support your team member's growth

Your part is to listen, give an honest view, open doors to real options, and commit to the support you will give. Your team member leads the conversation. Allow 10 minutes to prepare.

TEAM MEMBER	CONVERSATION DATE	LAST CONVERSATION

KEEP IT APART FROM PERFORMANCE

Open by saying this is not a performance conversation and that the plan is never used for ratings, pay or promotion decisions. Never promise a role, a title or a date. You can promise your support.

Our growth plan from last time

Review your own support commitments as carefully as theirs.

Commitment	Whose	Status	What I will acknowledge or fix

What I bring

One strength I have seen, with a specific example

One capability that would open doors for them, and why

Choose two or three realistic options from the options menu.

Kind of option	Option I can offer	How we would make it happen
Grow in the current role		
Grow across the organization		
Learn		

Limits I need to be honest about

Budget, openings, time.

Support I am ready to commit

In the conversation

- ☐ Open with the purpose: this is about their growth, and they lead it.
- ☐ Say it plainly: this is not a performance conversation.
- ☐ Start with the growth plan: their steps and your support.
- ☐ Listen more than you talk.
- ☐ Explore at least two kinds of options.
- ☐ Write their steps and your support into the plan.
- ☐ Book the next conversation before you finish.

You keep a copy of the growth plan you agree. Your support is part of it, and you will review it together next time.

SHARED PLAN · FOR YOU AND YOUR MANAGER

Our career growth plan

This plan is an agreement between you and your manager about your growth: what you want to achieve, the steps, training and education you both see as key, and how your manager will guide and support you.

EMPLOYEE	MANAGER	DATE AGREED	NEXT CONVERSATION

NOT A PERFORMANCE GOAL OR MEASURE

This plan is never used for ratings, pay or promotion decisions. You own it. You each keep a copy and review it together at the start of every conversation.

Direction

Where I want my work to be heading

In the employee's own words.

What I want to get better at in the next six to twelve months

Goals

Goal	What success looks like	Target date

My steps

Status: not started, in progress, done, or changed.

Step	Training, education or experience	By when	Status

How my manager will support me

For example: time, access, introductions, budget, feedback, opening doors.

Support	By when	Status

Options we explored for later

Options worth coming back to

Review at our next conversation

Commitment	Whose	Done, in progress or changed	What we learned

Agreed

EMPLOYEE

DATE

MANAGER

DATE

Keep this plan with you if your role or manager changes. It belongs to you.