Introduce quarterly career-growth conversations

Decivium • Powered by Ranx | Project plan

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

Field	Value	Source
Initiative	Introduce quarterly career-growth conversations	Approved initiative
Summary	Give managers a simple, recurring conversation guide for aspirations, capability gaps, opportunities, and next commitments.	From the survey
Scope	Decivium · Organization-wide	Approved scope
Effort	Low to medium	Plan
First signal	One to three survey rounds	Plan
Open work items	8	Counted automatically
Open risks	2	Counted automatically
Review rhythm	Quarterly	Approved in Ranx

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Workstream	What to do	Owner	Timing	Status
Workstreams	Purpose and practice Turn career growth, feedback and manager effectiveness into a visible quarterly rhythm. This responds to survey priorities linked clearly to job satisfaction and retention and commitment, and linked to work engagement through career growth and manager effectiveness. See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started
Milestones	Approval and readiness Owner: Talent development leader with manager enablement. Complete when the sponsor has approved the purpose, in-scope employees and managers, decision rights, privacy boundary, escalation route, manager capacity. See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started
Dependencies	Sponsor approval is needed before materials are finalized, manager time is protected, or the first round is launched. A named program owner, executive sponsor, decision rights, and escalation route must be in place before launch. Managers need protected capacity for preparation. See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started

Workstream	What to do	Owner	Timing	Status
Risks	Risk: The conversation turns into a performance, pay, or promotion discussion. Control: Keep it away from performance reviews, use the candor line at the start every time, keep plans out of performance files. See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started
Owners	Sponsor: Chief People Officer or VP of HR. Approves the purpose, capacity, resources, guardrails, and major changes. Reviews the first-round calibration and the continue, adjust, narrow, pause, or stop decision. Protects the rule that growth conversations are never used for ratings, pay. See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started
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.	Talent development leader with manager enablement	One to three survey rounds	Not started
Decision log	Launch decision Decision required: Approve launch only when sponsor, owner, scope, manager capacity, privacy boundary, escalation route, and realistic options are confirmed. Decision owner: Sponsor. Evidence to review: implementation charter, readiness check, current options menu. See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started
Measures	Reach Measure: Share of the target audience offered a career-growth conversation in the quarter. What it shows: Whether the practice is reaching intended employees. What it does not show: Whether the conversation was useful or development occurred. Action: Resolve invitation, manager-capacity. See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started

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Type	Item	Owner	Mitigation / decision	Status
Dependency	Sponsor approval is needed before materials are finalized, manager time is protected, or the first round is launched. A named program owner, executive sponsor, decision rights. See implementation brief for full detail.	Talent development leader with manager enablement	Resolve before the milestone it affects.	Open
Risk	Risk: The conversation turns into a performance, pay, or promotion discussion. Control: Keep it away from performance reviews, use the candor line at the start every time, keep plans out of performance files. See implementation brief for full detail.	Talent development leader with manager enablement	Raise it with the program owner.	Open
Guardrail	Audit completion and conversation quality; never treat completion alone as proof of employee development.	Executive sponsor	Pause and review if it is breached.	Monitoring
Review trigger	Review progress Quarterly, and whenever a dependency, risk or guardrail changes.	Program owner	Record the decision and any change in Ranx, with its date.	Monitoring

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

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

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

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

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

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

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

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

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

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