

Introduce quarterly career-growth conversations

Decivium • Powered by Ranx | Check-in workbook

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

Topic	Discussion update	Accountable owner	Agreed next step	Decision needed?
Progress	Use this check-in at the agreed management cadence during design, launch, and each quarterly conversation round. Purpose for this check-in Confirm that career-growth conversations are being delivered as a protected employee-led practice. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No
Decisions	Record the decision, decision owner, rationale, due date, and what will be communicated after every check-in. Decisions to make now - Approve the purpose: a quarterly. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No
Blockers	Review each blocker as a management issue to remove, not as an employee shortcoming. Common blockers and required response - Managers do not have enough realistic options to discuss. The program owner refreshes the options menu with named owners. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No

Topic	Discussion update	Accountable owner	Agreed next step	Decision needed?
Commitments	Use this section to make the next cycle executable. Every entry should name one accountable role, one due date, required support, and status at the next check-in. Before the first round - Sponsor: approve the purpose, scope, manager capacity. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No
Local signals	Use local survey signals only to decide how much manager support and reinforcement a team receives. They do not create a separate initiative, change the common practice. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No
Guardrails	Non-negotiable employee protections - A career-growth conversation is about the employee's growth, not performance evaluation, ratings, pay, promotion selection. See implementation brief for full detail.	Talent development leader with manager enablement	Record a dated next step	No

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

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

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

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

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

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

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

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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 > 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. “You receive regular, constructive feedback on your performance”: people here put more weight on this. “Your immediate manager cares about your development”: 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
Delivery East Team	Extra support	“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 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 “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.
Delivery West Team	Lighter touch	“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. “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.	Lighter touch on “You have opportunities for advancement or promotion at this organization”: fewer reminders and check-ins, with the same practice and dates.	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	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. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization. “Your immediate manager cares about your development”: people here see this much like the rest of the organization.	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.
Go-To-Market > Sales > Account 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. “You receive regular, constructive feedback on your performance”: people here put less 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.

Team	Manager support level	What people said	What managers do	Who decides
Product & Platform > Engineering > Application Engineering > Client Apps Team	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.
Product & Platform > Engineering > 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
Product & Platform > Engineering > Platform Engineering > Infrastructure Team	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.
10 teams Client Services > Customer Success > CS Enterprise Team; Client Services > Customer Success > CS Growth Team; Client Services > Data Advisory > Advisory Leadership Team; Client Services > Data Advisory > Advisory Strategy Team; Corporate > Executive Dept; Corporate > Executive > Executive Team; Corporate > People Dept; Corporate > People > People Team; Product & Platform > Product > Design Team; Product & Platform > Product > Product Management 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.

Team	Manager support level	What people said	What managers do	Who decides
4 teams Go-To-Market › Marketing Dept; Go-To-Market › Marketing › Marketing Team; Go-To-Market › Sales › New Business Team; Product & Platform › Engineering › Application Engineering › Integrations 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 less 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.	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.
3 teams Client Services › Data Advisory Dept; Client Services › Data Advisory › Advisory Analytics Team; Client Services › Delivery › Solutions Team	Most support	“You receive regular, constructive feedback on your performance”: people here put much more weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here put much 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.

Team	Manager support level	What people said	What managers do	Who decides
3 teams Product & Platform › Engineering Dept; Product & Platform › Engineering › Application Engineering Sub-dept; 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 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.
2 teams Client Services BU; Client Services › Customer Success 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. “You receive regular, constructive feedback on your performance”: people here put much more weight on this. “Your immediate manager cares about your development”: people here put much 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
2 teams Corporate › Finance Dept; Corporate › Finance › Finance Team	Slightly lighter	“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 put less 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.	Slightly lighter on “You receive regular, constructive feedback on your performance”: use the standard materials with less reinforcement, and keep the usual check-ins.	The program owner decides changes; team leaders can adapt examples to their team.
2 teams Corporate › IT Dept; Corporate › IT › IT Team	Slightly lighter	“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. “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.	Slightly lighter on “You have opportunities for advancement or promotion at this organization”: use the standard materials with less reinforcement, and keep the usual check-ins.	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 BU; Go-To-Market › Sales Dept	Lighter touch	“You receive regular, constructive feedback on your performance”: people here put far less weight on this than the rest of the organization. “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.	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 Product & Platform BU; Product & Platform › Product Dept	Lighter touch	“You receive regular, constructive feedback on your performance”: people here put far less weight on this than the rest of the organization. “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.	Lighter touch on “Your immediate manager cares about your development”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.

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

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