

CHANGE COMMUNICATIONS PLAN

Introduce quarterly career-growth conversations

Communications plan

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

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

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

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

Communication architecture

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

Audiences

Executive sponsor and senior leaders
Need to approve the purpose, protect manager time, make realistic development options

available, and model the practice with their own direct reports before launch. They receive a concise decision brief and a quarterly review of reach, quality, follow-through, access, barriers, and decisions needed.

Program owner

Builds the materials, options menu, manager support, communication sequence, measurement approach, and escalation route. The owner receives working tools and a weekly launch view.

People managers

Deliver one private career-growth conversation with every direct report each quarter. They need a clear boundary from performance management, a conversation guide, preparation sheets, realistic options, examples of strong commitments, hard-moment responses, and a route for blocked opportunities.

Employees

Prepare for and lead a protected conversation about their growth. They need to know what the conversation is, what it is not, how to prepare, what will be recorded, and how to ask for help.

HR business partners and local leaders

Reinforce the common practice, help managers use locally relevant examples and available opportunities, surface capacity or access barriers, and route proposed changes to the program owner. They do not create separate local programs.

Managers of managers

Protect time, check manager readiness, reinforce follow-through in manager one-to-ones, and escalate recurring barriers rather than asking employees to absorb them.

What we expect to see

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

Objectives

Create a clear, repeatable invitation so employees know that a career-growth conversation is for their development, not an evaluation.

Enable every people manager to hold a protected quarterly conversation that produces one or two feasible next steps, the manager support needed, and a follow-up date.

Make the organization's response to the survey practical: strengthen career growth, feedback

and coaching, and manager effectiveness through visible, recurring manager-employee conversations.

Set realistic expectations. The practice may be relevant to job satisfaction, work engagement, retention intent, and workplace advocacy, but it does not promise a change in any outcome.

Give leaders early information to improve delivery: whether people were offered a conversation, whether conversations were completed, whether employees found them useful and clear, whether commitments are followed through, and whether access to opportunities is equitable.

Keep communications consistent on the non-negotiables: employee ownership, honest options, no promotion promises, separate performance processes, private conversations, and shared accountability for employee and manager commitments.

Key messages

Core message for all audiences

Employees told us that career growth, feedback and coaching, and manager effectiveness matter. We are introducing a quarterly career-growth conversation so growth becomes a regular, visible part of the manager-employee relationship rather than an annual event. This is a practical response to the survey, not a promise of a particular career outcome.

What the practice is

A private, protected conversation between a manager and each direct report, held once each quarter. The employee leads the conversation. Together, the employee and manager review progress, discuss aspirations, strengths and capabilities to build, consider realistic development options, and agree one or two next steps. Both leave with a shared growth plan and the next conversation booked.

What the practice is not

It is not a performance review, status update, compensation discussion, or promotion negotiation.

The growth plan is not used for performance ratings, pay, promotion, or selection decisions.

It does not guarantee a role, title, opportunity, budget, or timing.

It is not a record of everything said in the conversation.

Employee invitation: safe-to-send copy

Subject: Your quarterly career-growth conversation

Your manager will invite you to a private career-growth conversation this quarter. This is time for you to discuss where you want your work to head, what you want to get better at, and development options that are realistic for you.

You lead the conversation. Your manager's role is to listen, share an honest perspective, help you explore options, and support the steps you agree.

This is not a performance conversation. Your growth plan will not be used for ratings, pay, promotion, or selection decisions. Development can build readiness, but it does not promise a role or a timeline.

Please set aside time to prepare. Think about:

What parts of your work give you energy, and what parts give you less energy?

What do you want to get better at over the next several months?

Where would you like your work to be heading in the next few years? A direction is enough; you do not need to name a role.

What helped or got in the way of your last development step?

What support would help most?

Bring your preparation and any previous growth plan. You and your manager will agree one or two specific next steps, what support your manager will provide, when each step will happen, and when you will talk again. If you have questions or need support, contact your manager or the program owner.

Manager message

Your role is not to solve an employee's career in one meeting. Your role is to create a useful, honest conversation and follow through on what you commit. Protect 30 to 45 minutes, send the employee preparation sheet a week ahead, prepare realistic options and constraints, and keep the conversation at least four weeks away from a performance review.

Use this opening: "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."

Use this boundary at the start: "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."

A strong conversation follows this order: look back at prior commitments; discuss aspirations; explore strengths and growth areas; consider options in the current role, elsewhere in the organization, and through learning; agree one or two actions; write both parties' commitments; book the next conversation.

A strong commitment says what will happen, by when, and what support is needed. "Work on leadership" is too vague. "Lead the next team retrospective and debrief with me within a week" is usable.

Hard-moment responses

When an employee asks for a promotion: “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.”

When an employee does not know what they want: “That’s common. Let’s start with what gives you energy and choose one small experiment for this quarter. We’ll learn from it.”

When there is no available option: say so plainly, identify growth within the current role where possible, and alert the program owner so the options menu can improve.

When an employee is considering leaving: thank them for their honesty, ask what is driving it, explore internal options, treat them fairly, and involve HR only if they ask.

When an employee declines: respect the choice, offer a shorter check-in, keep the door open, and invite them again next quarter.

Leader message

Leaders make this credible by going first with their own direct reports, protecting manager capacity, being honest about constraints, and ensuring the options menu reflects real opportunities. Leaders should not judge managers only by completion. They should review whether employees had useful conversations, left with realistic steps, received manager support, and had fair access to opportunities.

What quality looks like

The employee does most of the talking.

The manager separates development from performance and does not make promises they cannot keep.

The conversation explores more than one kind of development option.

The growth plan includes employee actions and manager support, each with a date.

The next conversation is booked.

The manager checks progress in regular one-to-ones and escalates blocked commitments.

What will be monitored and what follows

The program owner will monitor offer and completion separately from conversation quality, employee experience, follow-through, and access to opportunities. Completion alone does not show that an employee developed or that the practice worked. When early quality, clarity, usefulness, or equitable access is weak, the owner will provide coaching, improve the options menu, resolve capacity barriers, or bring a decision to leaders. Later survey results will be reviewed alongside delivery evidence; they are signals to interpret, not proof that this practice caused a change.

Channels

Executive sponsor briefing

Use a leadership meeting and a short approval note. Cover purpose, employee guardrails, prerequisites, required decisions, manager-capacity expectations, and the review rhythm.

Leader cascade

Use a leader meeting before manager communications. Give leaders a one-page speaking guide, the manager practice expectations, and the escalation route. Leaders then reinforce the same message in their own team meetings.

Manager enablement

Use a live manager session, supported by the conversation guide, preparation sheets, growth-plan template, options menu, commitment log, observation checklist, and hard-moments guide. Follow with a manager resource page and manager-of-manager check-ins.

Employee launch

Use an organization-wide email or equivalent internal announcement, followed by the manager's individual calendar invitation. Attach or link the employee preparation sheet and clearly state the purpose, boundaries, preparation, and support route.

Manager invitation to each employee

Use a private calendar invitation with 30 to 45 protected minutes and the employee preparation sheet. Do not use a group meeting, public sign-up list, or performance-management channel.

In-cycle reinforcement

Use regular manager one-to-ones to check progress on commitments. Use manager huddles or office hours for questions, barriers, examples, and option gaps. Do not use these channels to collect private conversation content.

Quarterly review and feedback back to employees

Use a leadership review for delivery decisions and a brief employee update after each round. Share what leaders learned about the practice and what will change; do not share individual answers or private plans.

Cadence

Before launch: design and approval period

Program owner confirms the sponsor, accountable owner, people in scope, privacy boundary, escalation route, quarterly window, and review dates. Build and approve the employee preparation sheet, manager preparation sheet, growth plan, conversation guide, commitment log, observation checklist, and options menu. Do not launch until leaders can describe realistic options and constraints honestly.

Before the first round: manager readiness period

Senior leaders hold their own career-growth conversations first. The owner runs one manager enablement session: explain the practice and its boundaries; demonstrate a model conversation; practice in groups of three using the observation checklist; rehearse hard moments. Managers receive materials and the support route.

One week before each employee conversation

Managers send the employee preparation sheet and a private calendar invitation. Managers reread the prior growth plan, identify one observed strength and one capability to build, select realistic options, and prepare to be candid about limits.

Each quarter: conversation window

Managers hold one protected 30 to 45 minute conversation with each direct report, at least four weeks away from performance reviews. They open with the purpose and boundary, review prior commitments, explore aspirations and options, agree one or two feasible commitments, write manager support into the plan, and book the next conversation.

Within two working days after each conversation

Manager and employee each receive the completed growth plan. The manager records only commitments, owner, support needed, due date, and status in the commitment log. Keep plans and logs out of performance files; do not record conversation notes.

Between conversations

Managers ask briefly about progress in regular one-to-ones and act on their commitments. If an agreed option is blocked, they escalate it to the program owner promptly.

After the first round and after every subsequent round

The owner convenes a manager calibration session. Review what worked, employee quality feedback, follow-through, access to opportunities, and recurring blocks. Update the options menu and support materials.

Quarterly leadership review

Review reach, completion, quality, follow-through, and access separately. Decide whether to continue as planned, strengthen manager support, improve options, address workload or access barriers, or pause or narrow delivery if credible delivery cannot be maintained.

At the next survey round

Compare verified delivery with later survey results and relevant outcomes. Describe what was delivered, what changed afterward, and what remains uncertain. Do not attribute a change to this practice from timing alone.

Senders

Executive sponsor

Sends the leadership launch message and confirms that career growth is a business and people priority. Approves the practice boundaries, protects capacity, and asks leaders to model the practice.

Program owner

Sends program materials, manager reminders, office-hour invitations, and quarterly learning updates. Owns the options menu, enablement, measurement, issue log, and escalation process.

Senior leaders and managers of managers

Reinforce expectations in leader and manager meetings. Ask managers whether time is protected, options are credible, and commitments are moving; remove barriers within their authority or escalate them.

People managers

Send the private employee invitation, lead the conversation, complete the shared growth plan, follow through on manager commitments, and raise blocked opportunities.

HR business partners

Support managers and local leaders with examples, coaching, and practical problem-solving. They route changes to the program owner and do not alter common guardrails.

Employee communications should never imply that a sponsor, manager, or HR partner can promise a promotion, role, or development opportunity.

Across the organization

Across the organization, everyone at Decivium runs the same practice. 28 of the 38 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 › 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. “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. 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.		
Delivery East Team Extra support		WHAT PEOPLE SAID “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.		

	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.
Delivery West Team Lighter touch	WHAT PEOPLE SAID “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. 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. Who decides: The program owner decides changes; team leaders can adapt examples to their team.
Corporate BU 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. “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. 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.
Go-To-Market › Sales › Account 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. “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. 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.
Product & Platform › Engineering › Application Engineering › 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. “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.
Product & Platform › Engineering › 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.
Product & Platform › Engineering › Platform Engineering ›	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”:

Infrastructure Team Lighter touch	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.
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)	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.
4 teams Go-To-Market › Marketing Dept; Go-To-Market › Marketing › Marketing Team; Go-To-Market › Sales › New Business Team; Product &	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 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.

Platform › Engineering › Application Engineering › Integrations Team Extra support	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.
3 teams Client Services › Data Advisory Dept; Client Services › Data Advisory › Advisory Analytics Team; Client Services › Delivery › Solutions Team Most support	WHAT PEOPLE SAID “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. 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.
3 teams Product & Platform › Engineering Dept; Product & Platform › Engineering › Application Engineering Sub-dept; 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 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.

2 teams Client Services BU; Client Services › Customer Success 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. “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. 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.
2 teams Corporate › Finance Dept; Corporate › Finance › Finance Team Slightly lighter	WHAT PEOPLE SAID “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. WHAT TO DO Slightly lighter on “You receive regular, constructive feedback on your performance”: use the standard materials with less reinforcement, and keep the usual check-ins. Who decides: The program owner decides changes; team leaders can adapt examples to their team.
2 teams Corporate › IT Dept; Corporate › IT › IT Team Slightly lighter	WHAT PEOPLE SAID “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. WHAT TO DO 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.

	Who decides: The program owner decides changes; team leaders can adapt examples to their team.
2 teams Go-To-Market BU; Go-To-Market › Sales Dept Lighter touch	WHAT PEOPLE SAID “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. 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 Product & Platform BU; Product & Platform › Product Dept Lighter touch	WHAT PEOPLE SAID “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. WHAT TO DO Lighter touch on “Your immediate manager cares about your development”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace. Who decides: The program owner decides changes; team leaders can adapt examples to their team.

Guardrails

Privacy and confidentiality

Never identify, ask for, or report individual survey answers.

Career conversations are private. The commitment log records only the commitment, whether it belongs to the employee or manager, support needed, due date, and status. It never records the conversation itself.

Keep growth plans and commitment logs out of performance files.

Use only reportable group information for access reviews. Do not infer a local condition for

protected teams.

Separation from performance and employment decisions

State the boundary at the start of every conversation: growth plans are never used for ratings, pay, promotion, or selection decisions.

Schedule conversations at least four weeks away from performance reviews.

Do not turn a career conversation into feedback about current performance, a rating discussion, or a status meeting. Arrange a separate conversation if a performance matter needs attention.

Honesty and fairness

Do not imply that a development action guarantees a promotion, job, title, budget, selection outcome, or date.

Managers must be honest about role availability, time, budget, and other constraints.

Offer development options across current-role growth, learning, projects, mentoring, shadowing, and internal movement where those options are real.

Review how stretch opportunities are distributed across reportable employee groups and work areas. Correct barriers; do not reserve opportunities for the most vocal employees.

Readiness and stop conditions

Do not launch if leaders know credible career options are unavailable and will not communicate that honestly.

Do not launch if sponsor ownership, manager capacity, privacy protections, or the escalation route is unresolved.

Pause, narrow, or strengthen delivery when access, capacity, quality, or employee safeguards are materially weak. The program owner brings the evidence and recommendation; the executive sponsor and designated leaders decide.

Measurement discipline

Track reach, completion, quality, employee experience, follow-through, and staying power separately.

Completion is not proof of employee development, high-quality delivery, or a changed survey result.

Review employee feedback on whether the manager helped them think about growth, whether they left with a clear next step, and whether that next step was realistic.

Review employee and manager commitments separately.

Treat later survey results and outcome measures as signals for review, not proof that the practice caused a change.

Required escalation

Managers escalate when credible options are unavailable, when commitments stall because time or opportunity was not secured, or when they cannot keep the conversation separate from performance management.

The owner escalates when completion appears strong but usefulness, clarity, or equitable

access is weak; when support needs persist; or when delivery evidence is too uneven to interpret later results.

Leaders decide how to remove barriers, improve the options menu, provide coaching, adjust approved timing, or pause the practice.