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ranx
Listen · Rank · Lift



Act

SAMPLE COMPANY · MADE-UP DATA

DECIVIUM • POWERED BY RANX

Introduce quarterly career-growth conversations

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

IMPLEMENTATION KIT

Executive implementation presentation

WHO IT COVERS

Decivium · Organization-wide

The proposal

- Give managers a simple, recurring conversation guide for aspirations, capability gaps, opportunities, and next commitments.
- It addresses career growth, feedback and coaching, and manager effectiveness.
- Your organization hasn't run this practice before, so confirm it's workable before committing to it.
- Turns development from an annual event into a visible manager-employee rhythm.

WHAT YOU GET

**One plan.
Fits each team.
Clear guardrails.**

This kit turns what people said in the survey into work you can review, assign and run.

Why this initiative

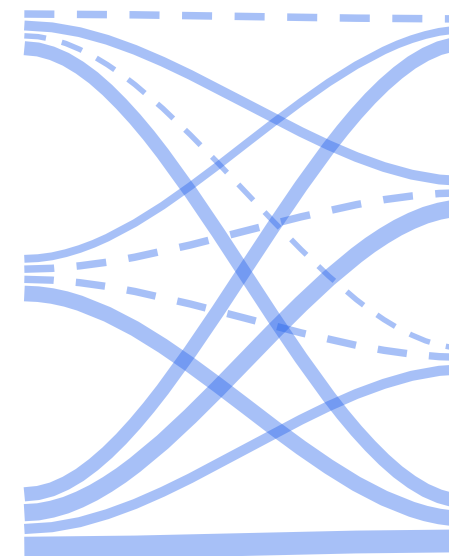
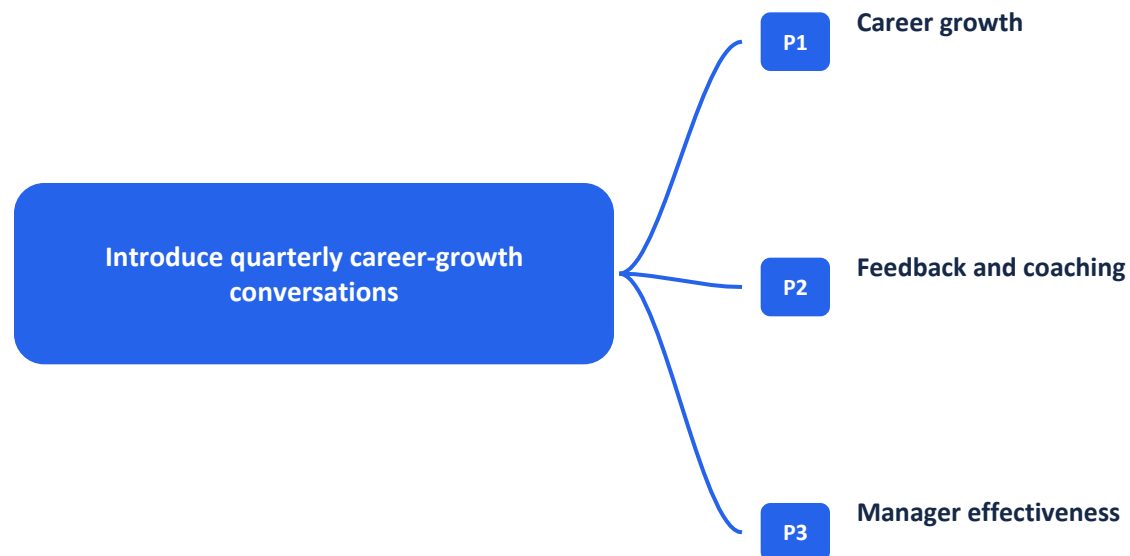
Introduce quarterly career-growth conversations · Quarterly Engagement Pulse · Cycle 4 · Closed Jul 3

This initiative

The priorities it addresses

Outcomes they are linked to

Filled: a clear link Outline: less certain



Job satisfaction

P1 P2 P3

Work engagement

P1 P2 P3

Retention intent

P1 P2 P3

Workplace advocacy

P1 P2 P3

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

Case for action

- Approve a quarterly career-growth conversation rhythm for all people managers and their teams.
- The survey priorities behind this action are career growth, feedback and coaching, and manager effectiveness.
- Employees need clearer development support and more frequent conversations about progress.
- This work may support job satisfaction, work engagement, retention intent, and workplace advocacy.
- The decision is to make development a visible, recurring manager-employee practice rather than an annual event.

FOR LEADERS

Why this work, and why now?

The case rests on what the survey showed and how the practice works. It doesn't promise a score change.

What the survey shows

- What the survey tells us: Career growth, feedback and coaching, and manager effectiveness are priorities for action.
- Feedback and coaching is the leading focus within this action.
- What we will test through delivery: Whether employees are offered a protected career conversation, leave with realistic next steps, receive manager support, and can access development opportunities fairly.
- What we cannot conclude yet: A completed conversation is not proof of useful development, changed behavior, or a changed survey result.
- Confidentiality boundary: Leaders will use group-level information only.

READING THE SURVEY

These are findings, not forecasts.

They cover this survey period and the people who answered it. Individual answers stay anonymous.

How it works

- What changes: Each manager holds a private, protected career-growth conversation with every direct report once each quarter.
- Who it reaches: All people managers and their teams.
- What it should improve: Employees receive clearer development support and more frequent progress conversations.

01 WHAT CHANGES

What changes in daily work, not a promised score.

02 REACH

The people and teams this plan covers.

03 OUTCOME

What you should see change, with the uncertainty stated.

A session at a glance

HOW IT RUNS

7 steps, 40 minutes in all.



IN THIS KIT

The manager guide explains how to run it.

What to do and say at each step.
It ends with the sheets you and your team use.

How it fits with other work

- This is one organization-wide action, not separate programs by team.
- It turns the survey priorities into observable management behavior: Managers ask, listen, give candid development feedback, explain real options and limits, make practical commitments, and follow through.
- Employees lead a conversation about their growth and can see what they will do next and how their manager will help.
- The rhythm complements regular one-to-ones.
- The action is suitable for a low-to-medium effort launch when leaders can protect manager capacity, provide credible development options, and support an equitable access review.

FIT WITH YOUR PLAN

It works alongside the other initiatives you chose.

Dependencies, overlap and workload are spelled out. It doesn't quietly replace another initiative.

Who owns it

- Sponsor: approve the purpose, capacity, privacy boundary, and resources; model the practice with direct reports before wider launch; remove barriers leaders cannot resolve.
- Program owner: the talent development leader with manager enablement.
- Managers: invite and prepare; protect the time; keep the employee in the lead; give honest options without promises; agree one or two feasible commitments.
- Employees: prepare, lead the growth discussion, choose realistic next steps, state needed support, retain their growth plan, and raise a blocked agreed option.
- Shared growth plan: Opportunity menu covering stretch work, projects, mentoring, shadowing, learning, and internal moves

WHAT IT NEEDS

A named owner and a steady rhythm.

It needs an accountable leader, a practical rhythm, a way to raise issues, and protection for employees.

Across the organization

HOW MUCH SUPPORT EACH TEAM GETS

Everyone at Decivium runs the same practice. What people said about career growth, feedback and coaching, and manager effectiveness sets how much support each team gets: not a score or a prediction.

13 teams

Lighter touch

4 teams

Slightly lighter

10 teams

Standard support

8 teams

Extra support

3 teams

Most support

Standard support includes 10 teams with too few responses to compare.

TEAMS THAT NEED THE MOST SUPPORT

Client Services › Data Advisory Dept: Most support

Client Services › Data Advisory › Advisory Analytics Team: Most support

Client Services › Delivery › Solutions Team: Most support

Client Services › Delivery › Delivery East Team: Extra support

And 7 more, listed in the manager guide.

IN THIS KIT

Every team, with what to do

The manager guide and the check-in workbook list each team, its support level and what its managers do.

Roadmap

01

Confirm

02

Design

03

Enable

04

Run + learn

Weeks 1–2: Agree

- Sponsor and program owner confirm purpose, audience, decision rights, privacy boundary, escalation route, quarterly window, and manager capacity.

Weeks 2–3: Build

- Program owner adapts the employee preparation guide, manager guide, growth plan, commitment log, and communications.

Week 4: Prepare leaders and managers

- Senior leaders complete conversations with their direct reports first.

First quarter: Pilot and launch

- Start with a small group of managers, learn from managers and employees, refine materials, then launch to all people managers and their teams.

During each quarter: Run and support

- Managers complete conversations, update shared plans within two working days, check commitments in one-to-ones, and escalate blocked options.

Rollout at a glance

BUILDING THE PRACTICE

7 steps to build and launch the practice.

1

Design

two to three weeks

2

Build the options menu

3

Prepare managers

one 90-minute session

4

Pilot

one quarter

5

Leaders go first

6

Launch

7

Calibrate

after the first round

IN THIS KIT

The playbook explains how to build it.

How to prepare and launch the practice, and what good looks like.

How we'll know it's working

- Reach: Share of in-scope employees offered a career conversation.
- Completion: Share of in-scope employees who had a conversation.
- Short pulse after each round: My manager helped me think about my growth.
- Follow-through: Share of prior commitments completed or deliberately changed.
- Access: Review how stretch opportunities are distributed across reportable employee groups and work areas.
- Audit completion and conversation quality; never treat completion alone as proof of employee development.

CONTINUE

Progress shows and guardrails hold

ADAPT

Adjust delivery within the plan

PAUSE

Stop if results or safeguards fail

Decisions we need

DECISIONS TO RECORD

- Approve the organization-wide quarterly career-growth conversation rhythm for all people managers and their teams.
- Name the executive sponsor and the talent development leader with manager enablement as accountable program owner.
- Protect manager capacity for preparation, 30 to 45 minute private conversations, follow-up, and manager preparation.
- Authorize the core materials: employee preparation guide, manager guide, shared growth plan, opportunity menu, commitment log, and quality pulse.
- Confirm that growth plans and discussion content remain separate from performance ratings, pay, promotion decisions, and performance files.

BEFORE YOU APPROVE

Is the work credible, owned, bounded, and measurable?

Record the decision, conditions, owner, and next review date in Ranx.

Next steps

IN RANX

- Review and approve this kit in Ranx.
- Assign the owner: Talent development leader with manager enablement.
- Share the manager and employee materials when the owner is ready to launch.
- Review progress: Quarterly.

WHY THIS MATTERS

**Nothing gets lost
between the survey
and the work.**

Approve, assign and track this work in Ranx. It stays connected to the survey it came from.