

EXECUTIVE IMPLEMENTATION BRIEF

Introduce quarterly career-growth conversations

Implementation brief

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

WHAT IT ADDRESSES · Career growth · Feedback and coaching · Manager effectiveness

DELIVERY EFFORT
Low to medium

WHO IT REACHES
All people managers and their teams

The decision, what the survey showed, the commitments, and how each team adapts, in one brief you can approve.

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 Use this brief to agree how the work will run. Approvals and assignments happen in Ranx.

Implementation at a glance

DECISION	OPERATING OWNER	SIGNAL
Confirm intent, scope, owner, sequence, and conditions	Name who resolves tradeoffs and keeps the work moving	Agree what will be reviewed, when, and inside which guardrails

The decision

Approve a quarterly career-growth conversation for all people managers and their teams, led by the talent development leader with manager enablement and sponsored by the Chief People Officer or VP of HR.

This is a protected 30- to 45-minute one-to-one conversation between a manager and each direct report, held once each quarter and at least four weeks away from performance reviews. The employee leads: they discuss where they want their work to head, what they want to build, realistic ways to grow, and one or two next steps. The manager listens, offers an honest view, opens realistic options, and commits to specific support.

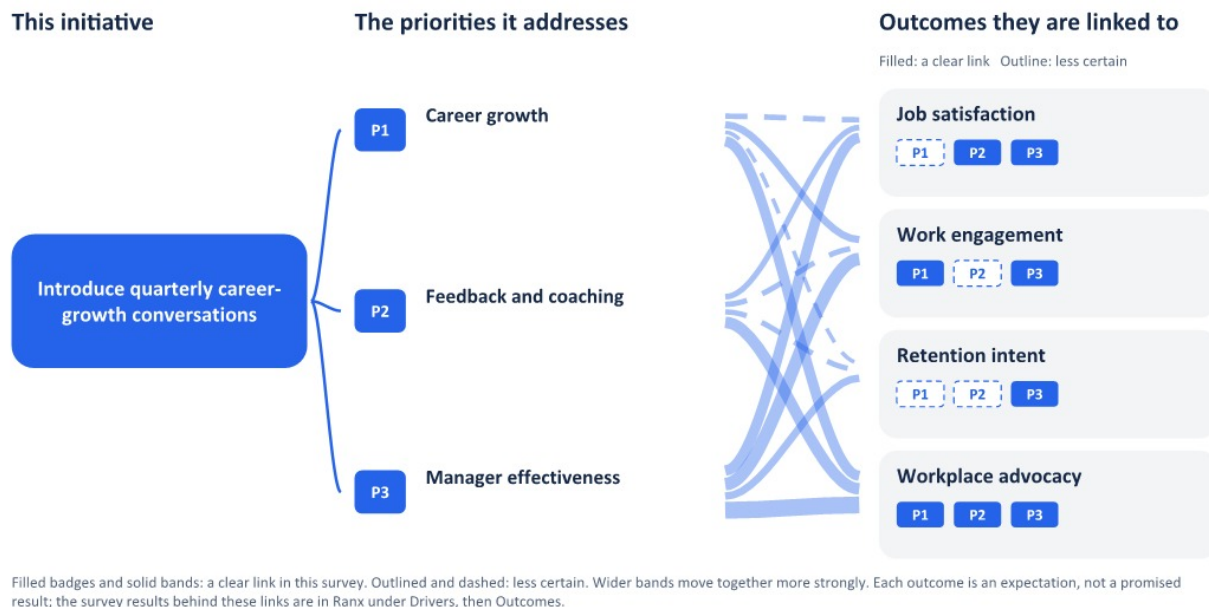
Each conversation ends with a shared growth plan: the employee's steps, the manager's support, dates, and the next conversation booked. It is not a performance review, status update, promotion negotiation, or promise of a role. It is never used for ratings, pay, or promotion decisions.

Approve only when the sponsor confirms manager capacity, a privacy-safe way to monitor delivery, and an honest menu of available development options. Do not launch if leaders know options are unavailable and will not say so plainly.

Why this work

WHY THIS INITIATIVE The survey priorities it addresses, and the outcomes they are linked to.

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



Employees identified career growth, feedback and coaching, and manager effectiveness as priorities. This practice creates a regular place for managers and employees to turn those needs into visible, practical follow-through rather than waiting for an annual development

event.

The intended change is clearer development support and more frequent progress conversations. A short quarterly rhythm can help employees see realistic options, test a small development step, and receive manager support while there is time to adjust. Keeping the conversation separate from evaluation makes it safer to discuss aspirations honestly.

The survey priorities are clearly linked to workplace advocacy and work engagement, and feedback and coaching and manager effectiveness are clearly linked to job satisfaction. Links between career growth and job satisfaction or retention intent, and between feedback and coaching and retention intent, are less certain. These relationships make the work worth testing and monitoring; they do not promise an outcome change.

There is no local completion history for this practice. Leaders should validate feasibility through the first delivery cycle, then judge whether to continue or adjust based on reach, quality, employee experience, follow-through, and later survey results.

Scope

In scope

All people managers and their teams.

A quarterly, private one-to-one conversation for every direct report.

Employee preparation, manager preparation, a shared growth plan, an options menu, a commitment log, manager practice, and quarterly review.

Minimum delivery

Every in-scope employee is offered a prepared conversation with a realistic next action and a follow-up date.

What employees should experience

A clear invitation explaining the purpose and boundaries.

Time to prepare their aspirations, strengths, interests, and questions.

A manager who listens more than they speak, offers realistic options, and is candid about limits.

One or two feasible commitments, including the manager's support, and a booked next conversation.

What is outside scope

Performance ratings, pay, promotion, selection, and performance concerns.

Promises of a future role, title, opening, or timing.

Recording detailed conversation notes or placing growth plans in performance files.

Core conversation sequence

Open: The manager says, "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.” They add: “This is not a performance conversation. Our plan is never used for ratings, pay, or promotion decisions.” Look back: Review both people’s previous commitments, what happened, what got in the way, and what was learned.

Explore aspirations: Ask what the employee wants more of or less of, where their work might head, and what they want to be known for.

Discuss strengths and growth: Ask for the employee’s view first. Then share one observed strength and one capability that could open doors.

Explore options: Consider growth in the current role, across the organization, and through learning. Offer only options that are real.

Commit: Agree one or two steps that state what will happen, by when, and what support is needed. Write the employee’s steps and manager support into the plan.

Close: Read back the agreement, make sure both people keep a copy, book the next conversation, and ask what would make it more useful.

Strong commitment: “Lead the next team retrospective, then debrief with my manager within a week.”

Weak commitment: “Work on leadership.”

Outcomes

Primary implementation outcome

Employees receive clearer development support and more frequent progress conversations.

Strong practice looks like this

Employees can describe a realistic direction and one or two next steps.

Managers make and keep visible support commitments, such as an introduction, protected time, approval, feedback, mentoring connection, project exposure, or access to learning.

Growth options are practical and current, not generic promises.

Employees have equitable access to relevant development experiences across reportable groups and work areas.

Outcomes to monitor in later survey rounds

Job satisfaction

Work engagement

Retention intent and commitment

Workplace advocacy

These are monitoring outcomes, not guaranteed results. Review them only alongside evidence of what was actually delivered, when it was delivered, conversation quality, employee experience, and limitations. A later change cannot by itself show that this practice caused it.

Decision standard after the first cycle

Continue when employees are reached, conversations meet the quality standard, commitments are being acted on, and access concerns are addressed.

Adjust when completion is occurring but employees report low clarity or usefulness, managers lack options, commitments stall, or access to opportunities is uneven.

Pause or stop when the privacy boundary cannot be protected, realistic options cannot be offered honestly, or delivery quality remains too weak to support the intended employee experience.

Owners

Executive sponsor: Chief People Officer or VP of HR

Approve the purpose, capacity, funding, boundaries, and quarterly review decisions.

Ensure leaders protect manager and employee time and do not turn growth plans into performance records.

Accountable owner: Talent development leader with manager enablement

Build and run the practice; prepare materials; set the quarterly window; maintain the options menu; train and coach managers; collect privacy-safe delivery measures; convene reviews; escalate barriers; and bring continue, adjust, pause, or stop recommendations to the sponsor.

Senior leaders

Hold their own career-growth conversations before the wider launch.

Model honest option-setting and follow through on commitments.

Resolve cross-team barriers to stretch work, mentoring, shadowing, learning, and internal exposure.

Managers

Protect the time, prepare, run each conversation, keep growth separate from evaluation, write specific commitments, follow through on their own support, and check progress in regular one-to-ones.

Escalate blocked options rather than allowing commitments to stall.

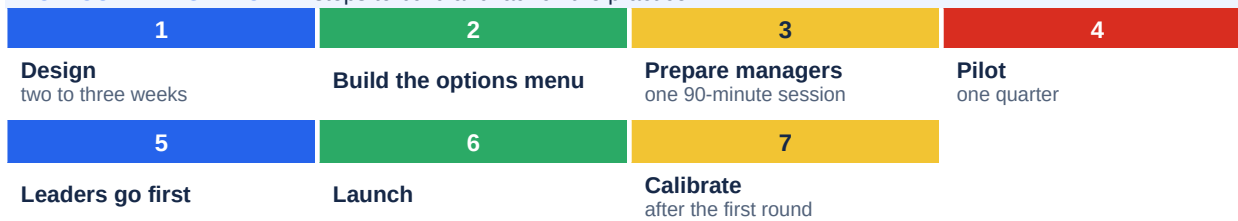
Employees

Prepare using the employee questions, lead the discussion of their interests and goals, choose realistic next steps, keep their copy of the plan, and raise blocked commitments in regular one-to-ones.

HR business partners and program support

Help managers apply the practice, identify capacity or access barriers, and route unresolved issues to the accountable owner. They do not use plans or conversation content for performance, pay, or promotion decisions.

Milestones

ROLLOUT AT A GLANCE 7 steps to build and launch the practice.

Week 1: Approve and set up

Sponsor and accountable owner confirm the purpose, in-scope employees and managers, decision rights, privacy boundary, escalation route, and quarterly window.

Owner confirms that conversations will be at least four weeks away from performance reviews.

Output: approved implementation charter and launch decision.

Week 2: Build the materials and baseline

Owner adapts the employee preparation sheet, manager preparation sheet, growth plan, conversation guide, commitment log, and employee communication.

Owner builds the first options menu: stretch assignments, projects, mentoring, shadowing, learning, and internal moves. Each option states who owns it, how to request it, and whether it is currently available.

Owner defines privacy-safe starting measures for reach, completion, quality, follow-through, and access.

Output: ready-to-use materials, baseline plan, and current options menu.

Week 3: Prepare leaders and managers

Senior leaders complete conversations with their own direct reports first.

Owner runs a 90-minute manager session: explain the practice and boundaries; demonstrate a conversation; practice in groups of three as manager, employee, and observer; then rehearse hard moments.

Observers check whether the manager stated the purpose, reviewed prior commitments, let the employee do most of the talking, explored more than one kind of option, made specific commitments, recorded manager support, used no-promise language, and booked the next conversation.

Output: managers have practiced the conversation and know the support route.

Week 4: Invite employees and schedule

Managers send the employee preparation sheet one week before each meeting and protect a private 30- to 45-minute time on both calendars.

The invitation explains that the employee leads, the plan is a shared growth agreement, and it will never be used for ratings, pay, or promotion decisions.

Output: employees have preparation time and a clear support route.

Weeks 5-8: Deliver the first quarterly round

Managers run the seven-step conversation and complete the growth plan within two working

days. Both manager and employee keep a copy.

Managers record only commitments, owner, support needed, due date, and status in the commitment log; they do not record conversation notes.

Owner checks early reach and quality, supports managers with blocked options, and escalates capacity or access issues to leaders.

Output: completed plans, booked next conversations, and named owners for open barriers.

Weeks 9-10: Calibrate and improve

Owner convenes managers for a 30-minute review of what worked, where options were missing, and what support is needed. Refresh the options menu and reinforce expectations.

Output: revised options menu and action log with owner, due date, and status.

Each following quarter: Sustain and review

Managers revisit both sides' commitments in regular one-to-ones and in the next career-growth conversation.

Owner reviews reach, quality, employee experience, separate follow-through for employee and manager commitments, and equitable access to opportunities. Sponsor decides whether to continue, adjust, narrow, pause, or stop.

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 is unsure 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, and escalate the gap to the owner so the options menu can improve.

When an employee is considering leaving: Thank them for the honesty, ask what is driving it, explore internal options, and do not change how they are treated. Involve HR only if the employee asks.

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

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 › Infrastructure Team 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.
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 & Platform › Engineering › Application Engineering › Integrations 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 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.
3 teams	WHAT PEOPLE SAID “You receive regular, constructive feedback on your performance”: people

Client Services › Data Advisory Dept; Client Services › Data Advisory › Advisory Analytics Team; Client Services › Delivery › Solutions Team Most support	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	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

Corporate › Finance Dept; Corporate › Finance › Finance Team Slightly lighter	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;	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.

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 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 trust

Protect confidentiality and anonymity. Never identify anyone’s survey answers or infer an individual’s views.

Keep only the minimum implementation information needed: invitation, completion, commitments, owner, support needed, due date, and status. Do not store conversation notes.

Separation from performance decisions

State at the start of every conversation: “This isn’t a performance conversation. The plan we write is never used for ratings, pay or promotion decisions.”

Keep growth plans out of performance files. Do not use them to assess readiness, select people, or justify pay or promotion decisions.

Honest options

Never imply that a development step guarantees promotion, selection, a role, a title, or a date.

Managers must be candid about limits in time, openings, budget, and capacity. Do not launch where leaders know career options are unavailable and will not communicate that honestly.

Quality and equity

Completion is not proof of development, quality, or changed results. Audit both completion and conversation quality.

Review employee and manager commitments separately. Monitor whether opportunities are accessible across reportable groups and work areas.

Do not reserve stretch opportunities for the same people repeatedly. Where access is uneven or unclear, the owner investigates the process and leaders remove barriers.

Escalate immediately when

Managers lack credible development options for common needs.

Employees report low clarity, usefulness, manager support, or access despite high completion.

Commitments repeatedly stall because time or opportunity was never secured.
A manager turns the conversation into performance feedback, rating, pay, or promotion discussion.
Privacy, workload, policy, or system constraints prevent safe delivery.

Measures

Measure each quarterly round using privacy-safe, aggregate reporting. Keep delivery measures separate from later survey outcomes.

Reach

Measure: share of in-scope employees offered a conversation.

What good looks like: the intended audience has access to the practice.

Decision: where reach is low, the owner checks scheduling, manager capacity, and communication, then assigns corrective action.

Take-up

Measure: share of in-scope employees who complete a conversation.

What good looks like: employees can participate without undue barriers.

Decision: where take-up is low, managers offer a private, protected time and explain the purpose and boundaries again.

Quality of delivery

Measure: share of sampled conversations that used preparation, explored realistic options, used explicit no-promise language when needed, produced specific commitments, recorded manager support, and booked follow-up.

What good looks like: the practice is delivered as designed, not merely marked complete.

Decision: where quality is weak, provide manager coaching, role-play hard moments, and refresh the options menu.

Employee experience

Measure: a short pulse after each round:

“My manager helped me think about my growth.”

“I left with a clear next step.”

“My next step is realistic.”

Also monitor employee assessment of usefulness, manager support, and access to opportunity.

What good looks like: employees say the conversation was clear, useful, realistic, and supportive.

Decision: where experience is weak, inspect conversation quality and available options before changing the practice.

Follow-through

Measure: share of prior-quarter commitments completed or deliberately changed, counting

employee steps and manager support separately.

What good looks like: both parties revisit and act on commitments; changes are deliberate rather than silent abandonment.

Decision: when commitments stall, identify whether time, access, approval, or manager follow-through is blocked and escalate it.

Access

Measure: how development opportunities are distributed across reportable groups and work areas.

What good looks like: access patterns are visible and leaders can correct avoidable barriers.

Decision: where patterns raise concern, review how opportunities are offered, nominated, approved, and communicated.

Staying power

Measure: whether managers continue the quarterly rhythm, maintain current options, review commitments in regular one-to-ones, and use review decisions to improve the practice.

What good looks like: the practice becomes a reliable management habit rather than a one-time campaign.

Decision: where the rhythm fades, the sponsor confirms capacity and accountability or pauses the practice until conditions are ready.

Later survey review

Monitor career growth, feedback and coaching, manager effectiveness, job satisfaction, work engagement, retention intent and commitment, and workplace advocacy in a comparable future survey round. Interpret any movement with delivery strength, timing, employee experience, and other plausible influences in view. Survey movement is a signal to review, not proof of cause or a promised result.

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.