

MANAGER ENABLEMENT GUIDE

Introduce quarterly career-growth conversations

Manager guide

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

A practical guide for explaining the initiative, holding credible conversations, and escalating issues without overpromising.

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 You run the conversations and listen. Changes to the program itself go to its owner.

Manager quick-start

EXPLAIN

Connect it to people's real work. Never promise a survey score.

LISTEN

Hear the practical barriers people face, and keep individual answers confidential.

ESCALATE

Take questions about capacity, safety or authority to the program owner.

Why it matters

This is a protected career-growth conversation between a manager and each direct report. Hold it once each quarter, for 30 to 45 minutes, at least four weeks away from a performance review. The employee leads the conversation. Together, you update a shared growth plan

with one or two realistic next steps, the support you will provide, due dates, and the next conversation date.

This work responds to employee priorities around career growth, feedback and coaching, and manager effectiveness. It is intended to make development support and progress conversations clearer and more frequent. These priorities have clear or less certain links with job satisfaction, work engagement, retention intent, and workplace advocacy. Those links are reasons to monitor the work, not promises that the practice will change any result.

This is not a performance review, a rating, a pay discussion, a promotion negotiation, or a status update. The growth plan is never used for ratings, pay, or promotion decisions. Development can build readiness for a future opportunity; it never guarantees a role, title, selection, or timing.

The rhythm matters because it turns development from an annual event into smaller, visible actions. Employees can name what gives them energy, the capabilities they want to build, and the direction they want their work to take. Managers can offer an honest view, connect people to real options, and make their own support commitments visible. Reviewing both sides' commitments next quarter creates follow-through.

Quality is more than holding the meeting. A strong conversation is prepared, private, employee-led, honest about limits, and ends with feasible commitments. The employee leaves knowing what they will do, what support the manager will provide, and when progress will be reviewed.

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.

Your role

Before the conversation

- Protect 30 to 45 minutes on both calendars in a private, interruption-free setting, in person or by video. Keep it at least four weeks away from a performance review.
- Send the employee preparation sheet one week ahead. Ask the employee to reflect on what gives them energy, what they want to improve, where they want their work to head, what blocked earlier commitments, and what support would help.
- Spend 10 minutes preparing. Review the prior growth plan and both sides' commitments. Identify one observed strength and one capability that could open doors.
- Review the current opportunity menu. Bring two or three realistic options across current-role growth, work elsewhere in the organization, and learning. Know the limits on time, openings, and resources so you can be candid.

- Do not launch a conversation as a promise when you have no credible options and cannot explain that constraint honestly. Ask the program owner for help first.

During the conversation

- State the purpose and the privacy boundary. Make clear that the employee leads and that the plan is not a performance document.
- Listen more than you speak. Ask before offering your view.
- Review previous commitments from both the employee and you. Treat your support commitments as seriously as the employee's actions.
- Explore aspirations, strengths, and growth areas before offering options.
- Offer only real, current options. Be clear where an option is unavailable.
- Agree one or two small commitments that state what will happen, by when, and what support is needed. Write your support into the plan as well as the employee's steps.
- Book the next quarterly conversation before closing.

After the conversation

- Within two working days, complete the growth plan and ensure that you and the employee each have a copy. Keep it out of performance files.
- Record only commitments, ownership, support needed, due dates, and status in the commitment log. Do not record conversation notes.
- Follow through on your commitments: make the introduction, protect time, approve a request, or explain promptly if a condition changes.
- Check in briefly on progress in regular one-to-ones without turning the check-in into performance management.
- Tell the program owner when a recurring barrier prevents realistic opportunities or timely follow-through.

What good management looks like

- You make space for the employee's aspirations, including uncertainty.
- You give one specific strength and one specific growth observation.
- You distinguish development experience from promotion promises.
- You share responsibility for the plan and deliver the support you agreed.
- You help make access to stretch work, learning, mentoring, shadowing, and internal moves visible and fair.

Build your capability

- Attend the manager practice session and rehearse the opening, candor line, commitment test, and hard moments with a colleague.
- Use the conversation guide for your first round rather than relying on memory.
- After the first round, compare what worked with other managers and ask the program owner to clarify gaps in the opportunity menu.
- Use the observation checklist: employee ownership, prior commitments reviewed, employee doing most of the talking, multiple option types explored, clear commitments, manager

support recorded, no-promise language used, and next meeting booked.

How to run it

A SESSION AT A GLANCE 7 steps, 40 minutes in all.

3 min	5 min	10 min	7 min	8 min	5 min	2 min
1. Open	2. Look back	3. Aspirations	4. Strengths and growth areas	5. Options	6. Commit	7. Close

Use this 40-minute flow. A 30-minute meeting can shorten the exploration, but do not skip the purpose, prior commitments, realistic options, clear commitments, or next meeting.

1. Open — 3 minutes

Say: “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.”

Then say: “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.”

2. Look back — 5 minutes

Review the previous plan, including both parties’ commitments.

Ask: “Last time you planned to [commitment]. How did it go? What got in the way? What did you learn about what you want?”

Say what happened with your own commitment too. If either commitment changed, record the reason and agree the next action rather than treating it as a failure.

3. Explore aspirations — 10 minutes

Ask:

- “What would you like more of in your work? Less of?”
- “When you picture your work two years from now, what are you doing?”
- “What would you like people to come to you for?”

Listen for a direction, not a job title. The employee does not need a fixed answer.

4. Discuss strengths and growth areas — 7 minutes

Ask first:

- “Where do you feel strongest right now?”
- “What is one capability that would open the most doors for you?”

Then offer one observation in each direction: “Something I have seen you do really well is ...

One thing that would help you get where you want to go is ...”

Keep feedback specific, based on work you have observed, and focused on development rather than evaluation.

5. Explore options — 8 minutes

Offer two or three realistic choices from the opportunity menu across these types:

- Growth in the current role: a stretch assignment, presentation, leadership of a meeting, or a new responsibility.

- Growth across the organization: a project, shadowing, mentoring, career conversation, or internal move where available.

- Learning: training, education, peer learning, or practice with feedback.

Ask: “Here are a few options I can see. Which of these interest you?”

Be honest about constraints. Say: “I can’t create a new role, but I can help you pursue the next client project where you could lead the analysis.”

6. Commit — 5 minutes

Say: “Let’s pick one or two things you’ll do before we meet again. What exactly will you do, by when, and what do you need from me? Let’s write both into your plan: your steps, and what I’ll do to help.”

Use the commitment test:

- What exactly will happen?

- By when?

- What support is needed, and who owns it?

- Is it small enough to complete or deliberately review before the next conversation?

Weak: “Work on leadership.”

Strong: “Lead the next team retrospective and debrief with me within a week.”

Weak: “Take a course.”

Strong: “Finish the data storytelling module and present one analysis at a team meeting this quarter.”

Weak: “Get better at presenting.”

Strong: “Present the monthly update twice this quarter and seek colleague feedback after each.”

When a commitment builds readiness for a bigger move, say: “This builds the experience people look for in that role. It isn’t a promise of the role or the timing, and I will tell you honestly what I know about openings.”

7. Close — 2 minutes

Say: “Let me play back what we agreed ... I’ve booked our next conversation. Was this useful? What would make the next one better?”

Confirm that both of you have the plan and know the next step.

Hard moments

“I want a promotion.”

Say: “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.”

“I don’t know what I want.”

Say: “That’s common. Let’s start with what gives you energy and choose one small experiment for this quarter. We’ll learn from it.” Agree the experiment as the commitment.

“There is no option for what I want.”

Say so plainly. Explore growth within the current role and tell the program owner about the

gap so the opportunity menu can improve. Do not invent an option or imply one will appear.

“I am thinking about leaving.”

Thank the employee for their honesty. Ask what is driving it, explore realistic internal options, and do not let it change how they are treated. Involve HR only if the employee asks.

“I do not want this conversation.”

Respect the choice. Offer a shorter check-in, keep the door open, and ask again next quarter. Do not force disclosure.

The conversation is drifting into performance.

Pause and say: “I want to keep this conversation about your growth. We can address performance matters separately, in the right setting.”

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.

Escalation

Escalate to the program owner when:

- You do not have credible development options for common employee needs.
- An agreed stretch assignment, learning opportunity, mentoring connection, shadowing opportunity, or internal conversation is blocked.
- Time, budget, workload, policy, or a system prevents you from delivering the common practice as designed.
- Commitments repeatedly stall because manager support or opportunity was not secured.

- Employees report that conversations are unclear, not useful, or do not provide fair access to opportunity.
- You see the same people repeatedly receiving developmental opportunities while others are excluded.
- The growth plan is being requested for performance, pay, promotion, or personnel files.
- A team asks to alter the quarterly cadence, core conversation, decision rights, or guardrails.

Escalate to your HR partner or the appropriate support channel when:

- An employee asks for HR involvement while discussing a possible departure.
- You need guidance on a policy, workplace concern, accommodation, or employee relations matter.

What to send the program owner

- The barrier and the affected work area.
- What has already been tried.
- The decision or resource needed.
- The owner who can resolve it and the needed timing.
- Only operational information. Do not send private conversation notes or personal details.

Program owner response

- Confirm who owns the decision and the due date.
- Remove the barrier, provide an honest constraint, or update the opportunity menu.
- Record the decision and follow up with the manager and employee where appropriate.
- Review recurring barriers during the regular program review.

Stop and seek help before proceeding if a manager is expected to imply promotion, collect private notes for performance use, or run the practice without a privacy-safe way to protect the growth plan.

Guardrails

Keep these boundaries in every conversation.

- This is a development conversation, not a performance review. Keep it at least four weeks away from performance reviews.
- Never use the growth plan, preparation sheet, or commitment log for ratings, pay, promotion, selection, or performance decisions.
- Do not promise a promotion, role, title, opening, selection, funding, or date. Explain what is known and unknown honestly.
- Keep the employee in the lead. Ask questions, listen, and offer your observations and options without taking over the plan.
- Protect privacy. Hold the conversation privately. Keep the plan with the employee and manager, outside performance files. The commitment log contains commitments and status

only, never conversation notes.

- Do not identify, infer, or discuss anyone's survey answers.
- Offer real options, not generic encouragement. If an option is unavailable, say so and explore a realistic alternative.
- Hold both sides accountable. The manager's support must be written, reviewed, and followed through just like the employee's action.
- Protect equitable access. Do not reserve stretch work, introductions, learning, or visibility for the same people. Raise patterns to the program owner.
- Completion is not proof of quality, growth, or a changed employee outcome. Monitor whether employees received a clear, useful conversation, whether commitments are completed or deliberately changed, and whether access is fair.
- Do not treat later survey movement as proof that this practice caused it. Review delivery, employee experience, and later results together, including what remains uncertain.

Checklist

Before the quarterly window

- Confirm the program owner has provided the employee preparation sheet, manager preparation sheet, growth plan, commitment log, and current opportunity menu.
- Protect a quarterly window that is separate from performance review activity.
- Complete manager practice if offered. Rehearse the opening, candor line, no-promise language, and hard moments.
- Ensure employees know what the conversation is, what it is not, how to prepare, and where to seek help.

One week before each conversation

Employee prepares for 10 to 15 minutes:

- What part of my work gives me the most energy right now? The least?
- What do I want to get better at over the next six to twelve months?
- Where would I like my work to be heading in two or three years? A direction, not a title.
- What got in the way of last quarter's commitments?
- What support would help me most?

Manager prepares for about 10 minutes:

- Reread the prior growth plan and review the employee's steps and your support commitments.
- Note one observed strength and one capability that could open doors.
- Select two or three realistic options from the opportunity menu.
- Confirm limits on time, availability, openings, and resources.
- Send the preparation sheet and a protected calendar invitation.

During the conversation

- Use the seven-step conversation guide.
- State the purpose and candor line.
- Review both sides' prior commitments.
- Let the employee do most of the talking.
- Explore aspirations, strengths, capabilities, and at least two types of options.
- Agree one or two commitments that state what, by when, and with what support.
- Record the manager's support in the growth plan.
- Use the no-promise line if a larger role or move is discussed.
- Confirm each person has a copy and book the next conversation.

Within two working days

- Finalize the shared growth plan.
- Record only commitments, ownership, support, due date, and status in the commitment log.
- Keep plans out of performance files.
- Make any promised introduction, approval, connection, or protected time happen.

Between quarterly conversations

- Ask briefly about progress in regular one-to-ones.
- Update a commitment as deliberately changed when circumstances change; do not allow it to disappear.
- Escalate blocked options and repeated barriers to the program owner.
- Notice whether development opportunities are being distributed fairly.

What the program owner monitors after each round

- Reach: employees offered a conversation.
- Take-up: employees who had one.
- Quality: whether employees say their manager helped them think about growth, they left with a clear next step, and the next step is realistic.
- Follow-through: employee commitments and manager support commitments completed or deliberately changed, counted separately.
- Access: how development opportunities are distributed across reportable groups and work areas.
- Decision: continue the common approach when reach, quality, follow-through, and access are sound; provide support or adjust materials when they are not; pause or revise if privacy, fairness, capacity, or core guardrails cannot be protected.

YOUR TOOLKIT

The sheets you and your team use

Each sheet is ready to use: print it, or fill it in on screen. Here is who uses each one, and when.

Preparing for your career-growth conversation

For each team member. Send it a week before their conversation, with the invitation.

Preparing to support your team member's growth

For you. Use it ten minutes before each conversation, with last time's growth plan.

Our career growth plan

For you and your team member. Fill it in together at the end of the conversation. You each keep a copy, and the next conversation starts with it.

PREPARATION • FOR YOU

Preparing for your career-growth conversation

This conversation is about your growth: what you want from your work, what you want to get better at, and the next steps you and your manager will take together. You lead it. Take 10 to 15 minutes beforehand to think through these questions. Bring your notes, and share what you choose.

YOUR NAME

YOUR MANAGER

CONVERSATION DATE

THIS IS NOT A PERFORMANCE REVIEW

Nothing in this conversation or in your growth plan is used for ratings, pay or promotion decisions. Say what you actually want.

Since our last conversation

Bring your growth plan. First conversation? Skip this part.

What we agreed	Whose	What happened	What got in the way

Looking ahead

What part of my work gives me the most energy right now?

And the least?

What do I want to get better at over the next six to twelve months?

Where would I like my work to be heading in two or three years?

A direction, not a job title.

What support would help me most?

For example: time, training or education, a stretch assignment, introductions, regular feedback.

One or two steps I might commit to

After the conversation, you and your manager each keep a copy of the growth plan you agree. The plan is yours: take it with you if your role or manager changes.

PREPARATION · FOR MANAGERS

Preparing to support your team member's growth

Your part is to listen, give an honest view, open doors to real options, and commit to the support you will give. Your team member leads the conversation. Allow 10 minutes to prepare.

TEAM MEMBER

CONVERSATION DATE

LAST CONVERSATION

KEEP IT APART FROM PERFORMANCE

Open by saying this is not a performance conversation and that the plan is never used for ratings, pay or promotion decisions. Never promise a role, a title or a date. You can promise your support.

Our growth plan from last time

Review your own support commitments as carefully as theirs.

Commitment	Whose	Status	What I will acknowledge or fix

What I bring

One strength I have seen, with a specific example

One capability that would open doors for them, and why

Choose two or three realistic options from the options menu.

Kind of option	Option I can offer	How we would make it happen
Grow in the current role		
Grow across the organization		
Learn		

Limits I need to be honest about

Budget, openings, time.

Support I am ready to commit**In the conversation**

- ☐ Open with the purpose: this is about their growth, and they lead it.
- ☐ Say it plainly: this is not a performance conversation.
- ☐ Start with the growth plan: their steps and your support.
- ☐ Listen more than you talk.
- ☐ Explore at least two kinds of options.
- ☐ Write their steps and your support into the plan.
- ☐ Book the next conversation before you finish.

You keep a copy of the growth plan you agree. Your support is part of it, and you will review it together next time.

SHARED PLAN • FOR YOU AND YOUR MANAGER

Our career growth plan

This plan is an agreement between you and your manager about your growth: what you want to achieve, the steps, training and education you both see as key, and how your manager will guide and support you.

EMPLOYEE

MANAGER

DATE AGREED

NEXT CONVERSATION

NOT A PERFORMANCE GOAL OR MEASURE

This plan is never used for ratings, pay or promotion decisions. You own it. You each keep a copy and review it together at the start of every conversation.

Direction

Where I want my work to be heading

In the employee's own words.

What I want to get better at in the next six to twelve months

Goals

Goal	What success looks like	Target date

My steps

Status: not started, in progress, done, or changed.

Step	Training, education or experience	By when	Status

How my manager will support me

For example: time, access, introductions, budget, feedback, opening doors.

Support	By when	Status

Options we explored for later

Options worth coming back to

Review at our next conversation

Commitment	Whose	Done, in progress or changed	What we learned

Agreed

EMPLOYEE

MANAGER

DATE

DATE

Keep this plan with you if your role or manager changes. It belongs to you.