

Introduce quarterly career-growth conversations

Decivium · Powered by Ranx | Project plan

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

Field	Value	Source
Initiative	Introduce quarterly career-growth conversations	Approved initiative
Summary	Give managers a simple, recurring conversation guide for aspirations, capability gaps, opportunities, and next commitments.	From the survey
Scope	Decivium · Organization-wide	Approved scope
Effort	Low to medium	Plan
First signal	One to three survey rounds	Plan
Open work items		8 Counted automatically
Open risks		2 Counted automatically
Review rhythm	Quarterly	Approved in Ranx

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Workstream	What to do	Owner	Timing	Status
Workstreams	Purpose Introduce a protected quarterly career-growth conversation for every manager and direct report. The conversation makes aspirations, capability needs, realistic opportunities, and next commitments visible between annual talent events. It supports career growth, feedback and coaching. See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started
Milestones	Mobilize and approve Timing: Before design begins Owner: Executive sponsor and talent development leader with manager enablement - Approve purpose, scope, common practice, privacy boundary, quarterly cadence, capacity, decision rights. See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started
Dependencies	Sponsor approval and manager capacity - Required before launch: an executive sponsor approves the scope and managers have protected capacity for preparation, delivery, and follow-through. - If unresolved: do not launch. Escalate to the executive sponsor to sequence work or adjust the launch window. Separation from... See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started

Workstream	What to do	Owner	Timing	Status
Risks	Risk: The conversation becomes a performance review. Early sign: managers discuss ratings, pay, performance concerns, or promotion decisions during the growth conversation. Control: keep the timing separate from reviews, use the candor line at every opening. See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started
Owners	Executive sponsor: Chief People Officer or VP of HR - Approves scope, capacity, and any material changes to the practice. - Protects the boundary between career growth and performance processes. - Removes organization-wide barriers to credible development opportunities. - Receives quarterly delivery and quality... See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started
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.	Talent development leader with manager enablement	One to three survey rounds	Not started
Decision log	Decision required: Approve launch conditions Decision owner: Executive sponsor Decision: approve only when the accountable owner, in-scope audience, capacity, quarterly window, privacy boundary, escalation route. See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started
Measures	Use a small, privacy-safe scorecard. Keep reach, take-up, quality of delivery, employee experience, follow-through, opportunity access, and later survey signals separate. Reach - Measure: share of the target audience offered a career-growth conversation in the quarter. - Source: invitation or offer record. - Owner... See implementation brief for full detail.	Talent development leader with manager enablement	One to three survey rounds	Not started

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Type	Item	Owner	Mitigation / decision	Status
Dependency	Sponsor approval and manager capacity - Required before launch: an executive sponsor approves the scope and managers have protected capacity for preparation, delivery. See implementation brief for full detail.	Talent development leader with manager enablement	Resolve before the milestone it affects.	Open
Risk	Risk: The conversation becomes a performance review. Early sign: managers discuss ratings, pay, performance concerns, or promotion decisions during the growth conversation. Control: keep the timing separate from reviews, use the candor line at every opening. See implementation brief for full detail.	Talent development leader with manager enablement	Raise it with the program owner.	Open
Guardrail	Audit completion and conversation quality; never treat completion alone as proof of employee development.	Executive sponsor	Pause and review if it is breached.	Monitoring
Review trigger	Review progress Quarterly, and whenever a dependency, risk or guardrail changes.	Program owner	Record the decision and any change in Ranx, with its date.	Monitoring

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Team	Manager support level	What people said	What managers do	Who decides
Everyone Decivium	Standard support	Across the organization, the practice runs the same way at Decivium.	Run the practice as designed.	The program owner decides changes for the whole organization; teams don't start separate programs.
Client Services > Delivery Dept	Lighter touch	“You have opportunities for advancement or promotion at this organization”: people here put far less weight on this than the rest of the organization. “You receive regular, constructive feedback on your performance”: people here put more weight on this. “Your immediate manager cares about your development”: people here put more weight on this.	Lighter touch on “You have opportunities for advancement or promotion at this organization”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
Delivery East Team	Extra support	“You receive regular, constructive feedback on your performance”: people here put more weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here put more weight on this. Fewer responses here, so use your judgment. “You have opportunities for advancement or promotion at this organization”: people here put less weight on this. Fewer responses here, so use your judgment.	Extra support on “Your immediate manager cares about your development”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.
Delivery West Team	Lighter touch	“You have opportunities for advancement or promotion at this organization”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Lighter touch on “You have opportunities for advancement or promotion at this organization”: fewer reminders and check-ins, with the same practice and dates.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
Corporate BU	Lighter touch	“You have opportunities for advancement or promotion at this organization”: people here put far less weight on this than the rest of the organization. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization. “Your immediate manager cares about your development”: people here see this much like the rest of the organization.	Lighter touch on “You have opportunities for advancement or promotion at this organization”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.
Go-To-Market > Sales > Account Management Team	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put less weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
Product & Platform > Engineering > Application Engineering > Client Apps Team	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. “Your immediate manager cares about your development”: people here put less weight on this. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.
Product & Platform > Engineering > Platform Engineering > Core Services Team	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
Product & Platform > Engineering > Platform Engineering > Infrastructure Team	Lighter touch	"Your immediate manager cares about your development": people here put far less weight on this than the rest of the organization. "You have opportunities for advancement or promotion at this organization": people here put more weight on this. "You receive regular, constructive feedback on your performance": people here put less weight on this.	Lighter touch on "Your immediate manager cares about your development": fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.
10 teams Client Services > Customer Success > CS Enterprise Team; Client Services > Customer Success > CS Growth Team; Client Services > Data Advisory > Advisory Leadership Team; Client Services > Data Advisory > Advisory Strategy Team; Corporate > Executive Dept; Corporate > Executive > Executive Team; Corporate > People Dept; Corporate > People > People Team; Product & Platform > Product > Design Team; Product & Platform > Product > Product Management Team	Standard support (too few responses)	There are too few responses here to compare, so these teams follow the standard approach.	Run the practice as designed; adapt examples to each team.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
4 teams Go-To-Market › Marketing Dept; Go-To-Market › Marketing › Marketing Team; Go-To-Market › Sales › New Business Team; Product & Platform › Engineering › Application Engineering › Integrations Team	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put less weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here put less weight on this. Fewer responses here, so use your judgment.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.
3 teams Client Services › Data Advisory Dept; Client Services › Data Advisory › Advisory Analytics Team; Client Services › Delivery › Solutions Team	Most support	“You receive regular, constructive feedback on your performance”: people here put much more weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here put much more weight on this. Fewer responses here, so use your judgment. “You have opportunities for advancement or promotion at this organization”: people here put less weight on this. Fewer responses here, so use your judgment.	Most support on “Your immediate manager cares about your development”: prepare managers first, and check in weekly until it runs smoothly.	The program owner decides changes; team leaders can adapt examples to their team.

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

Team	Manager support level	What people said	What managers do	Who decides
2 teams Corporate › Finance Dept; Corporate › Finance › Finance Team	Slightly lighter	“You have opportunities for advancement or promotion at this organization”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put less weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here put less weight on this. Fewer responses here, so use your judgment.	Slightly lighter on “You receive regular, constructive feedback on your performance”: use the standard materials with less reinforcement, and keep the usual check-ins.	The program owner decides changes; team leaders can adapt examples to their team.
2 teams Corporate › IT Dept; Corporate › IT › IT Team	Slightly lighter	“You have opportunities for advancement or promotion at this organization”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Slightly lighter on “You have opportunities for advancement or promotion at this organization”: use the standard materials with less reinforcement, and keep the usual check-ins.	The program owner decides changes; team leaders can adapt examples to their team.

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

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

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