

Action Learning Scenario
DEVELOPING NEXT-GENERATION SENIOR LEADERSHIP CADRE

Objective: Data show that within five years, approximately 70% of USGS SES will be eligible to retire, 90% of our SL/ST will be eligible to retire, and 65% of our grade 15 employees will be eligible to retire. USGS must first define what the critical competencies of the next generation senior leadership cadre should be. Then we must look creatively at different tools, approaches, incentives, and programs (with proven success) to begin now to build the “next generation” of senior USGS leadership. The outcome of this workshop is a specific plan for a systematic and integrated approach to leadership development and succession planning – for the purpose of identifying and developing future senior USGS leaders. This considered “Phase I” of a plan that will be, whole or in part (or modified), applicable to and expanded to include building future leaders in less senior positions throughout the organization (Phase II).

Approach: Using results of an environmental scan to see how changes in the external business environment are affecting leadership competencies leaders must possess today, a team would vision what the management challenges will be five years from now, what the critical competencies must be for USGS leadership, and how we will begin now to build the next generation leadership cadre.

Issues:

- Define the role of senior leadership – identify trends, external and internal drivers, management challenges
- Define senior leadership competencies – skills, knowledges, abilities. Develop profiles of the types of individuals USGS must acquire or groom from within to replace the current generation leaders.
- Identify current and future barriers/challenges in development and recruitment of leaders