

Managing Leadership Development

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Issue

- The development of future leaders is an essential goal for the USGS.
- USGS must take leadership development to the next step.
- Executives, managers, and supervisors need to do more to incorporate the investment in Leadership Development into strategic succession and workforce planning.

Requested Outcome

- Creative and innovative solutions that maximize the bureau's investment in leadership development.
- Avoid the unintended consequence of creating a sense of exclusivity in leadership development.

Related Efforts

- DOI Workforce/Succession Planning
- Core Competency Model for Managers

Process



Polarity Map

Highly Structured

+

Commitment/expectation
Clearer ROI
Clearer pool of future managers
Clearer career development

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Elitist/exclusive
Looses freshness/creativity
OPM issues

Loosely Structured

+

New ideas
Grass roots
Egalitarian/inclusive
Focus on spreading message
No conflict with OPM

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Voluntary/Ad-hoc
After the program, then what...
No expectations
Less clear where future
managers/leaders come from.

... imagine if managers throughout the USGS modeled leadership and cultivated leadership development in the bureau beginning with the senior executives.

Recommendations

- All ELT members take Leadership 101/201 courses.
- Each ELT member become a mentor of a junior manager as the beginning of a formal management mentoring program.
- Each ELT member develop a career development plan for each member of his/her staff that includes leadership development at all career levels.
- Identify and support details that foster or support the development of managers and leaders.

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Additional Ideas and Recommendations

- Leadership graduates go back to home office and create/nurture a leadership focus/training group.
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- Mentoring
 - Develop a mentoring program specifically for managers.
 - Use emeritus managers for an ongoing role after retirement.
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- Details
 - Identify leadership detail opportunities with a leadership mentor as the detail supervisor.
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- Career Development
 - Identify organizational/career development paths for all employees and incorporate leadership training at each level.
 - Be clear with staff about where they are in their career development process.
 - Develop leadership refresher training for those who have completed Leadership 101/201.