

ACTION LEARNING SCENARIO #1

Managing Leadership Development



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*Leadership 201
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Issue: The development of future leaders is an essential goal for the USGS as many of its current leaders prepare for retirement in a time of increasing complexity for the organization. The USGS has done much in creating and implementing a Leadership Development Program, however the issue presented here is a realization that the USGS must take our Leadership Development Program to the next step. Executives, managers, and supervisors need to do more to fully develop these individuals, and perhaps more importantly, they need to consider ways to incorporate the investment made in Leadership Development into their strategic succession and workforce planning.

Background: The USGS has committed resources to the development of future leaders and managers as evidenced by the development and launch of its own Leadership Development Program in the form of the Leadership 101 and 201 courses and the Leadership Intensive courses. In these courses, participants learn about leadership and management topics including effective communication, visioning, solving critical managerial issues in the USGS, change management, negotiating, teamwork, self evaluation, principled leadership, mentoring, and ethics. Topics related to supervision and management have been included in a separate week-long course entitled The Supervisory Challenge, which meets the first 40 hours of supervisory training required by the Department of the Interior. In this course, participants learn about human resource issues related to management such as performance appraisals, employee relations, and Federal employment rules and regulations. The Executive Leadership team members specifically recommended that the Leadership Program also promote and depend on external leadership and management courses so that the USGS does not reinvent the wheel and that we do utilize the excellent resources already available. Examples of these include: Federal Executive Institute, the Department of Agriculture's Executive Leadership Program, the Department of the Interior's (DOI) Team Leadership Program, the Office of Personnel Management's numerous leadership, management and supervisory courses, and DOI University's courses on management, supervision, and leadership.

Questions to Address:

Training classes are only one element of developing and coaching our leaders and managers. We also need to enhance experiences and explore more fully what executive managers can do to incorporate these individuals in the resolution of critical management issues facing the bureau.

Think creatively, use all of your experiences, and play with all the tools in the box as you consider options and develop recommendations to resolve these complex problems--

- What specific actions could executive management (e.g., Regional Directors and Regional Executives) take that would expand the USGS Leadership Training and Development Program into a broader and more comprehensive development experience for attendees?
 - One potential recommendation that we would like you to explore is the option of providing a short detail opportunity (30 - 60 days) to graduates of Leadership 101 and 201 in a leadership, career development type of situation. How can we ensure that the details are in alignment with the bureau's most important goals at the time? Managers will be concerned about how we pay for this--what ideas do you have? How can supervisors still get the work done and achieve promised work products while the candidate is away from the office?
- What process and methods would you advise executive managers to adopt that would more fully involve them in the Leadership candidate's career development?
- What advice would you offer to executive managers who want to enhance their ability to tie in the USGS Leadership Program to their strategic succession planning and workforce planning?
- What ideas do you have to ensure that the USGS achieves the best Return on Investment possible for the resources expended on the Leadership Development Program?
- What expectation should graduates have that participate in an advanced training program? How should we meet that expectation?
- How can a development program avoid a common unintended consequence of creating a sense of divisiveness between individuals selected for an advanced training program versus individuals who were not but also aspire to a leadership or managerial role?

Expected Outcomes from this Action Learning Scenario:

Creative and innovative solutions to the questions above that are outlined in enough specificity that the ELT can consider and, with minimal additional staff work, move forward to implement. A written document, such as a report or powerpoint presentation, is requested to outline your team's ideas and recommendations.

Attachments:

1. Harvard Business Review article -- "Developing Your Leadership Pipeline"
2. Harvard Business Review article -- "Is It Time to Replace Your Replacement-Planning Strategy?"
3. A summary of the Corporate Leadership Council research study of succession management completed in 2003.



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