

Human Capital Case Study #2

Developing the Next Generation of Leaders

A utility was facing depletion of its management ranks through the retirement of their Baby Boom generation, with over 40% managers being eligible for retirement within five years. A clear majority of their current management had over 25 years of service. The company was also having difficulty retaining newer employees, who were focused on getting increasingly responsible work challenges without waiting for years, a collegial work environment and clear feedback and career direction from their bosses. Managers at this utility had been hired and promoted mainly for their technical expertise and not for the leadership skills that would help them deal effectively with this new generation.

We were called in to work with senior management to develop new leadership standards that would clearly define expectations for those in management roles, while also developing a pipeline of managers that would be able to take the company through the transition from Baby Boomers to the next generation. We developed new standards and established criteria for defining leadership performance and potential. These standards were supported by a new performance appraisal system, selection system, employee engagement action plans and focused leadership development.