



PROACTIVE LEADERSHIP

The Role of Organizational Development in Navigating the Silver Tsunami

Water Wholesale Utility Industry

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Enriching the Trinity basin as a resource for Texans



Overview



Challenge, Risk, and Opportunities

- The “silver tsunami” challenge
- Risk to institutional knowledge and leadership capacity
- OD teams as strategic leaders
- Importance of knowledge transfer and succession planning
- Alignment with organizational goals

Introduction



Introduction

- Baby boomer retirements creating industry-wide impacts
- Amplified risk in water utilities: aging infrastructure, regulatory pressure
- Specialized knowledge loss threatens continuity
- OD's role in proactive human capital strategy



Utility Sector

The Silver Tsunami in the Utility Sector

- Up to 50% eligible for retirement in 10 years (AWWA, 2023)
- High concentration of retirees in critical roles
- Loss of tacit, local, and institutional knowledge
- Need for deliberate knowledge preservation

Strategic



Strategic Approach

- ☐ Not just documentation—embed behaviors
- ☐ Shift culture
- ☐ Strategic Knowledge Transfer
- ☐ OD-led initiatives:
 - ☐ Programs, Academies, Mentorship, & Coaching
 - ☐ Cross-training & job rotation
 - ☐ Digital knowledge repositories
- ☐ Build agility and resilience

Planning & Development



Succession Planning & Leadership Development

- ☐ Identify critical operational/strategic roles
- ☐ Assess internal talent and leadership potential
- ☐ Build development pathways:
 - ☐ Training
 - ☐ Mentorship
 - ☐ Stretch assignments
- ☐ Critical Thinking and Problem-Solving Skills
- ☐ Ensure inclusion and equity



Strategic Partnership

The Role of OD as Strategic Partner

- OD professionals as more than trainers
- Use of:
 - Workforce analytics
 - Organizational assessments
 - Change management
- Outcomes:
 - Capability gap closure
 - Sustainable leadership models
 - Aligned strategic development with strategic plan

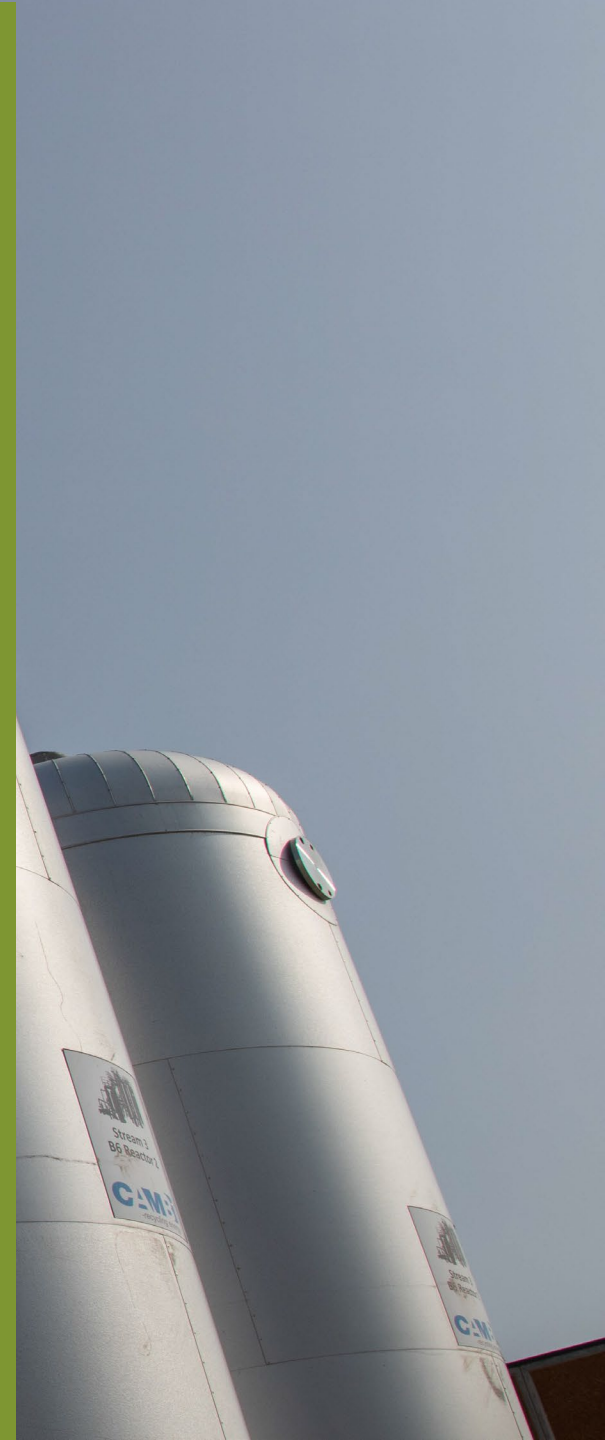


Example

Hypothetical Utility Example

- Regional utility facing 42% retirement rate in 5 years
- OD launches "Future Leaders Academy"
- Features:
 - Mentorship
 - Simulation leadership challenges
 - Cross-functional projects
- Results:
 - 68% in supervisory roles
 - +12% in customer service, +9% in compliance

Conclusion



Conclusion

- Silver tsunami = critical threat + unique opportunity
- OD teams must lead:
 - Knowledge preservation
 - Leadership pipeline building
 - Cultural adaptability
- Ensure service continuity and public trust

References

- SHRM (2022)
- AWWA (2023)
- Northouse (2022)
- CIPD (2021)



QUESTIONS OR COMMENTS?

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**Quick
Feedback
Survey**



Thank you for your time!

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