



ASTD Global HRD Community of Practice Webcast Series

Developing Global Talent at UPS

**Speakers: Shannon Benham,
Stephen Jones
Kathryn Larson**

Moderator: Wei Wang, Ph.D, CPLP

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Introduction



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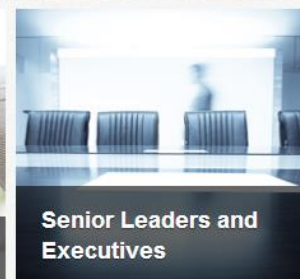
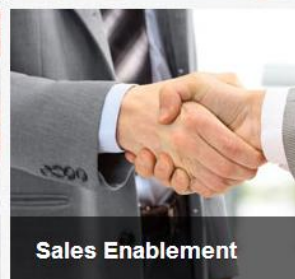


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ASTD Community of Practice



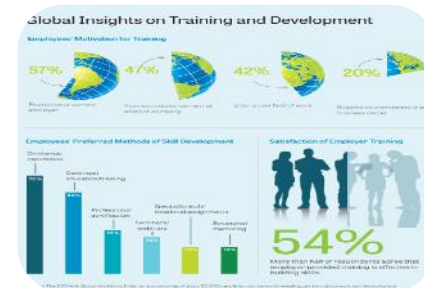
Global HRD Community of Practice



Largest global training and development platform



Global Benchmarking



Regional Best Practices



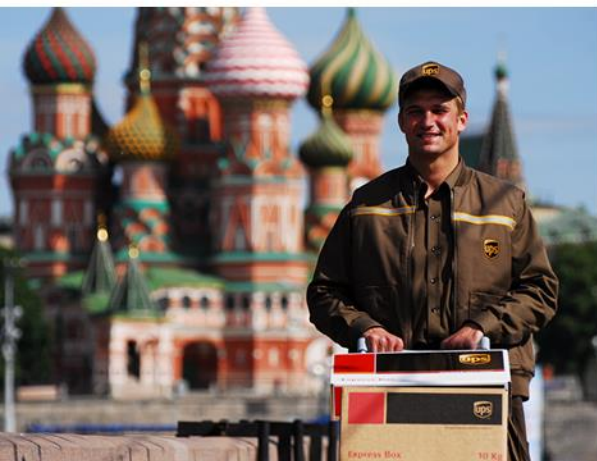
Cross Culture Issues



Global Talent Development



Global Leadership Development



Developing Global Talent

Nov 2013



WE ♡ LOGISTICS™

Agenda

Our Company

The Program

The Simulation

Development Results





Our Company

WE  LOGISTICS™

About Us



official

Electric Ve

Express

UPS International
Operating since 1975
\$12B Revenue
4 Billion People Served

WE ♥ LOGISTICS™

Program Success



What We Did Well

Understand
our
organization

Involve &
Commit
Executives

Lead with
Business
Content for
Leadership

Engage
Leaders as
Teacher

Encourage
Peer
Learning

Practice in
Real
Environment

Structure

why

Networking

1/3

- Leverage global network
- Value differences
- Catalyze meaningful collaboration
- Streamline global connections

Workshops

1/3

- Facilitate application of learning
- Apply to realistic local scenarios
- Improve leadership skills

Simulation

1/3

- Practice the concepts in a complex, risk free environment
- Accelerate predetermined experiences
- Experience consequences of interrelated decisions
- Defend decisions using business terms

Structure

what

Networking

1/3

- Pework and dinners
- Preview / preparation for UPS role at 2012 Olympic games
- Purposeful grouping – different reasons
- Community Service

Workshops

1/3

- Leaders as teachers - Executives involved in developing
- Developed relevant business content and integrated leadership
- Problem solve in specific context

Simulation

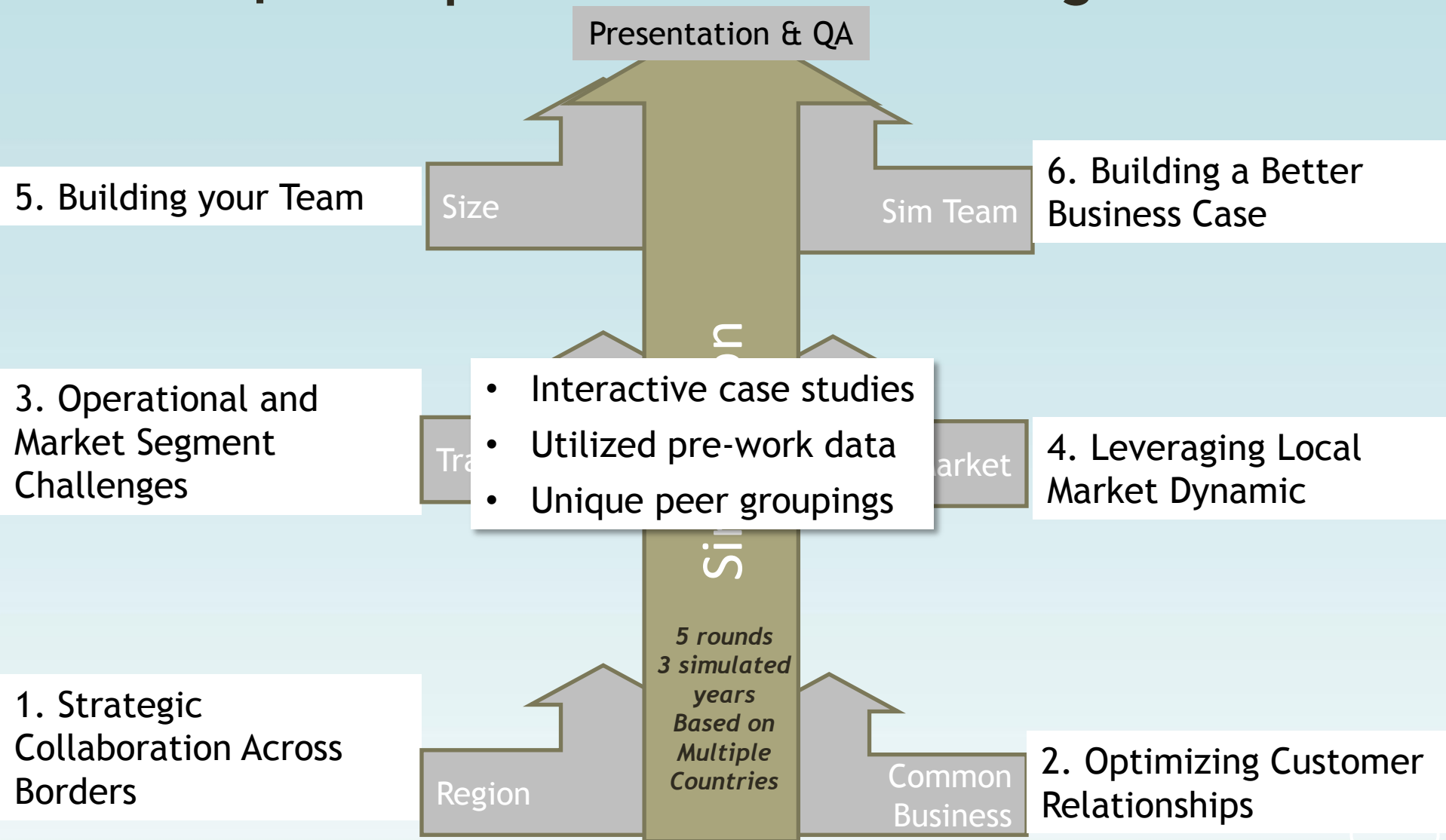
1/3

- Operated in real environment over simulated three year time frame
- Tackled wide range of challenges – vendors, staff, collaboration, regulatory, etc.

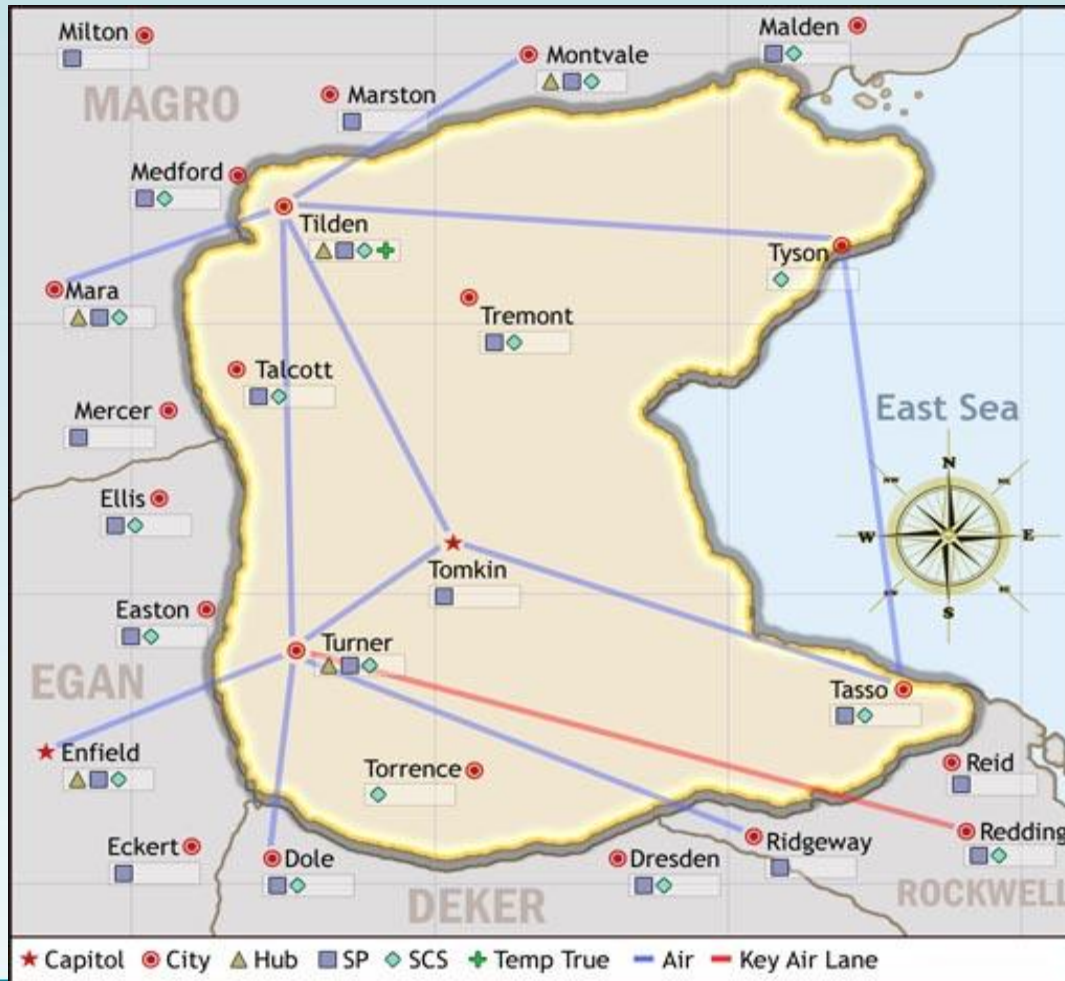
Networking



Workshop + Purposeful Peer Networking + Simulation



Simulation Setup



All teams start with the same information and P&L

- Four neighboring countries
 - Magro
 - Egan
 - Deker
 - Rockwell
- 24 business challenges
- SWOT analysis and strategy
- Prioritize Business

Infinite outcomes based on decisions and results

15

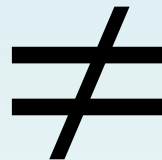
Trade-off Decisions

Strategic



Tactical

Develop People
Discount Low



Always putting it off
Discount High



And Behind the Curtain...

Feedback from the Model



Round: 3 of 5
Duration:
Jul. - Dec. 2012
(2 Quarters)

VIEW HISTORY

Country Manager Simulation

Model: UPS_CMAUPS CM rev 629

Session: JS Demo Session

Team: Jonesland

View Checklist

Review Previous

Examine Market

Analyze Data

Determine Strategy

Address Opportunities

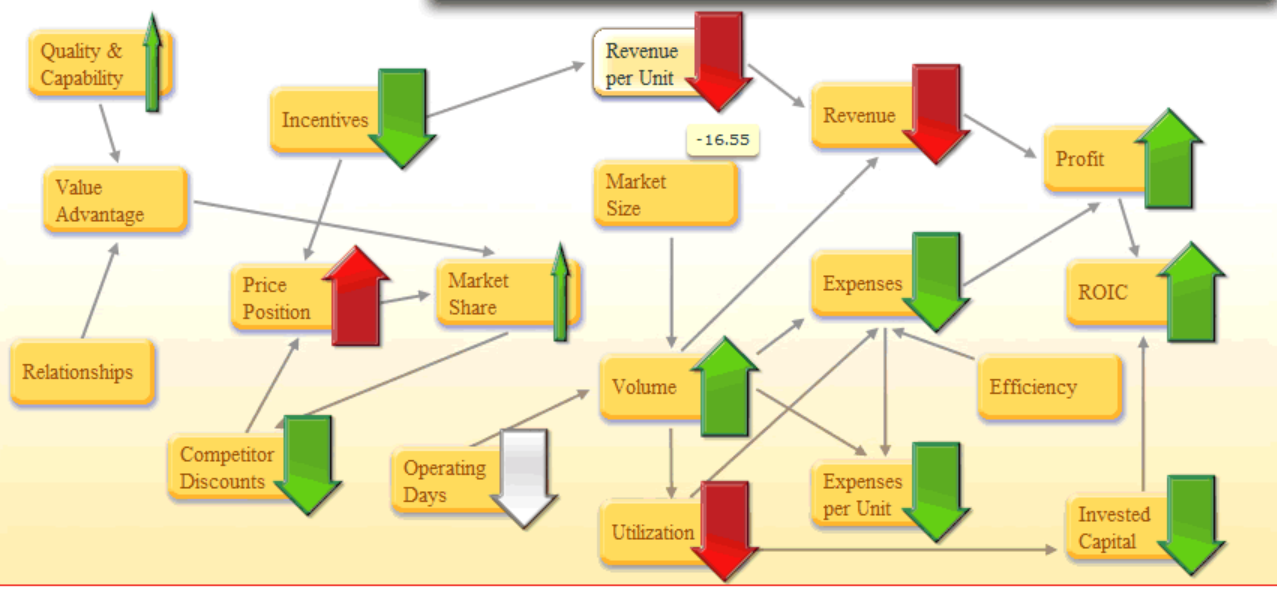
Prioritize Business

Move your cursor over the map below to see how decisions from the previous round affected your performance. (Note that arrow direction indicates an increase or decrease, arrow size indicates magnitude of change, and arrow color indicates if the impact was positive or negative for business.) You should spend some time comparing this map with updated reports on the "Analyze Data" tab to better understand these impacts. Additionally, there is feedback below the map that provides more insight on your decisions. When you are ready to continue, click on the other tabs to make decisions for this round.

IMPACT MAP

Changes indicated are compared with:
☒ Last Quarter ☐ Same Quarter a Year Ago

Net Revenue per Piece is affected by the mix of products sold and the discounts offered. Note that discounts can have a delayed effect on RPP, since existing contracts are not immediately affected by changes in discount rates.



Measurement Plan

- Participant generated work products:
 - ✓ Country-specific SWOT Analysis
 - ✓ Key learning from each workshop
 - ✓ Specific actions to improve their revenue and profit growth
 - ✓ A local Human Capital Growth Strategy
 - ✓ Video of individual presentation to the International Staff
- 60 and 180 day follow-up on planned vs. actual
- ROI Study using information gathered in the workshop as well as follow-up data



Outcomes

Within 180 days we saw:

- Collaboration for new business
- Changes to business models
- Leveraging the global capacity to provide new local solutions
- Daily usage of the training and skills
- Identifying and breaking down barriers to global cooperation



Results

I will apply the concepts taught in this summit. 4.79/5

Overall, I am satisfied with this summit. 4.83/5

Simulation was effective. 4.92/5

“Great opportunity to network and understand business from a global perspective, great to understand how the world is being impacted by political and economic challenges first hand. Gained insights that I never would have from the news media written or visual.”

“The CM Summit was a perfect opportunity for me and I learned a lot and I know I will learn more in the future just with post course activities.”





Thank you & questions

Upcoming Webcasts



From Functional Expert to Organizational Leader - Making a Successful Transition

Tuesday, November 12, 2013 12:00pm - 1:00pm EST

By: [Bob Hewes](#) and [Alan Patterson](#)

Making the shift from technical or functional expert to a broader organizational leader is often not easy. It is a road paved with many pitfalls, stalls and few guideposts. In today's changing and competitive business environment, making this shift is ever more critical; companies and organiza... [More »](#)



Teach With Style: Finding Balance So Everyone Learns

Wednesday, November 13, 2013 2:00pm - 3:00pm EST

By: [Lynn Hodges](#) and [Jim Teeters](#)

Just as there are different ways that adults process and learn new subjects, there are also differing styles of teaching. What kind of instructor are you? Do you find yourself lecturing with PowerPoint slides during most of your trainings, or do you like to break learners into groups, working together... [More »](#)

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