Leadership Development - A Virtual World of Learning
United Parcel Service of North America, Inc. (UPS), Logistics
Leadership and Talent Development for Managers

About the Customer

Founded in 1907 as a messenger company in the United States, UPS has grown into a multi-billion dollar corporation by clearly focusing on the goal of enabling commerce around the globe. Today, UPS is a global company with one of the most recognized and admired brands in the world. The company has become the world’s largest package delivery company and a leading global provider of specialized transportation and logistics services. Every day, UPS manages the flow of goods, funds, and information in more than 200 countries and territories worldwide.

Since becoming a publicly traded company in 1999, UPS has significantly expanded the scope of its capabilities primarily through the acquisition of more than 40 companies, including industry leaders in trucking and air freight, retail shipping and business services, customs brokerage, finance and international trade services.

The Customer Needs & Challenges

UPS delivers a high-impact leadership development program that is on-demand, tailored to development needs, provides continuous learning opportunities and expands the reach of training to nearly 40,000 supervisors and managers across 220 countries.

To maintain its leadership in the industry, UPS prioritizes a strong focus in training for its staff. One of the challenges UPS faced to develop a flexible leadership curriculum is an engaging, high impact training that provides a development roadmap. The customer was looking out for a flexible curriculum that would allow training needs to be tied to strategic business goals of each department or unit. This curriculum helps UPS to fine-tune and deliver an objective training to meet the strategic business goals.

To achieve this, UPS committed to redesigning leadership development training for their supervisors and managers to:

- Improve return on investment
- Add precision to the training effort
- Expand the reach of development
  - On-demand - available 24x7
  - Delivered online
- Deliver right training at the right time
  - Address needs of new/existing leaders
  - Address changes in roles/responsibilities

Some of the key design objectives included:

- Highly flexible, interactive
- Ability to practice/demonstrate
- Access to support materials, on-demand
- Post training support
- Customizable, based on needs
Our Solution

InfoPro worked with UPS to develop a series of 50+ individual online training that is representative of a curriculum for UPS supervisors and managers. This training emphasizes behaviors that are both tactical and strategic. The goal is to have leaders who exhibit clearer direction, who can develop themselves and their people to create strong performance and ownership.

The delegate for Effectiveness and Development training series is designed for a delivery platform that is on-demand, tailored to development needs, provides continuous learning opportunities, and expands the reach of training to all supervisors and managers through UPS University and the UPS Talent Management System.

The flexible curriculum model supports supervisors and managers at various stages of need, transitions in responsibility, and development opportunities, for instance, a supervisor or manager who is new to UPS, transitioning into a new role with financial or customer implications, etc., or developmental needs like “Delegation” or “Coaching”. Each learner picks the path that is specific to his or her need.

At the heart of the curriculum, are a handful of courses about topics that run like a thread through all of the trainings. These “thread” courses, as they are called, supply the foundation for learning so that other courses can focus on specific development topics and competency behaviors. For instance “thread” courses include training on DiSC work styles, communications, leadership credibility, job satisfaction and employee engagement to name a few.

Virtual Environment

The virtual environment of these courses comprised three rooms or centers as they are called. As learners proceed through a course, they move through the Welcome Center, the Virtual Learning Center, and the Performance Center. The three centers make up the Virtual UPS Campus for each course; make the course navigation more intuitive and increase user acceptance.
Virtual Learning Center:

The Virtual Learning Center includes a variety of activities including traditional course activities, videos and access to outside resources such as white papers. The idea is to encourage learners to consider the broader universe of resources to support daily job performance, or, when they are trying to solve problems.

A virtual digital device contains the ‘Leadership Toolkit’. The leadership toolkit gives the leader access to resources, job aids, dimensional leadership information, and character bios.

The virtual digital device slides up and down off the screen as needed, to allow as much instructional space as possible.

Scenarios:

Scenarios tend to be short vignettes used to check for knowledge and allow practice and demonstration. To make it more engaging these scenarios included:

- Reoccurring UPS characters with their own history and work styles
- Virtual customers
- Situations that ask learners to make decisions and evaluate the outcome/impact
- Feedback about the impact on a person
- Feedback about the impact on business results

Simulations are designed to be more immersive stories with tree and branch logic. Learners can make decisions and evaluate the outcome/impact of their decisions. Each decision point has at least 3 possible choices that range from least effective to most effective. There is immediate feedback at all decision points. Like the scenarios, the simulations also use recurring UPS characters with their own history and work styles, virtual customers, and include the lens and dashboard features.

Performance Center:

The performance center allows learners to:

- Identify 3 areas of focus (via self-assessment)
- Select resources that can help them be successful
- Access Job aids/tools
- Utilize additional training
- Refer to Knowledge documents
- Identify leads to Informal Learning Portals
- Document and add the information gathered to their SEED form (printable ‘roadmap’)

The InfoPro Difference - Learning for Performance

- The Virtual Learning Center encouraged learners to consider the broader universe of resources to support daily job performance, or, when they are trying to solve problems.

- Scenarios tend to be short vignettes used to check for knowledge and allow practice and demonstration.

- This has allowed UPS to reduce its overall leadership development costs while increasing the number of learning completions over 10 times and still providing in-person classroom opportunities.
Learning Outcomes

A completely reimagined new approach to deliver leadership development training has proved to be the cornerstone of UPS’s development strategy.

This new approach allowed UPS to reduce its overall leadership development costs while increasing the number of learning completions over 10 times and still providing in-person classroom opportunities.

UPS estimates that this single project has saved more than $440,000 year-to-date based on travel time related to classroom-based training.

Overall the savings estimate provided by UPS for all our eLearning work to date (approx. 12 months) is in excess of $1.75m, which reflects a huge return on investment.

Other business benefits include:

- 10% growth in production
- 6% transaction growth
- Profitability KPIs improved by 7-12% in the pilot offices
- Pilot managers moved their offices higher up the national balanced scorecard

Award Winning Learning Solution

For the past 20 years, Brandon Hall Group has hosted the Excellence Awards Program recognizing the best in: Learning, Talent and Sales & Marketing, and Technology. For this project, we were awarded with the Brandon Hall Gold Award for Best Custom Content.

“This e-learning and blended approach to development has genuinely improved the learning outcome for our participants. Our internal staff satisfaction survey has shown increases in all the training categories proving employee engagement and an increased ability of participants to transfer learning into the workplace, leading to improvements in the key financial metrics of the offices.”

-Head of Corporate Training
InfoPro Learning – The Right Choice

InfoPro Learning helps organizations rapidly transform talent by focusing on Learning for Performance. A global, award-winning learning and training solutions company for almost 20 years, InfoPro provides performance improvement strategies, blended learning solutions and managed training programs. At InfoPro, performance innovation, cutting-edge technology and a talented team are combined to deliver successful workforce solutions and business outcomes. InfoPro Learning is obsessed with helping customers build training capacity, advance their practices and respond effectively to changing learner needs.

For more information about InfoPro Learning, Inc., visit www.infoprolearning.com, call (609) 606-9984 or email us at info@infoprolearning.com.

Awards & Recognitions
-- 2014 & 2013 TrainingIndustry.com Top 20 Content Development Companies List
- 2014 & 2013 TrainingIndustry.com Top 20 Training Outsourcing Companies List
- 2013 CLO Learning In Practice Silver Award
- 2012 Brandon Hall Gold Excellence Award for Content Development
- 2012 Brandon Hall Gold Excellence Award for Best Advance in Social Learning Technology