

# DEVELOPING GLOBAL LEADERS IN A VUCA WORLD

*With FedEx and PYXERA Global*



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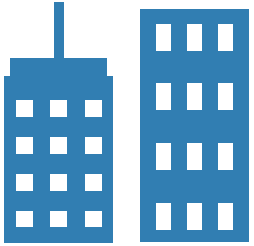


## What is Global Pro Bono?

- » Employees provide professional pro bono services to social-mission driven clients in communities in which the employees do not live or work on a regular basis.
- » Projects are intended to provide economic and social benefit to the local organization and community while building leadership competencies, creating market insights, and spurring innovative thinking.



# Global Pro Bono at a Glance



Since 2008, more than  
**26** corporations have sent

**8000+**  
employees



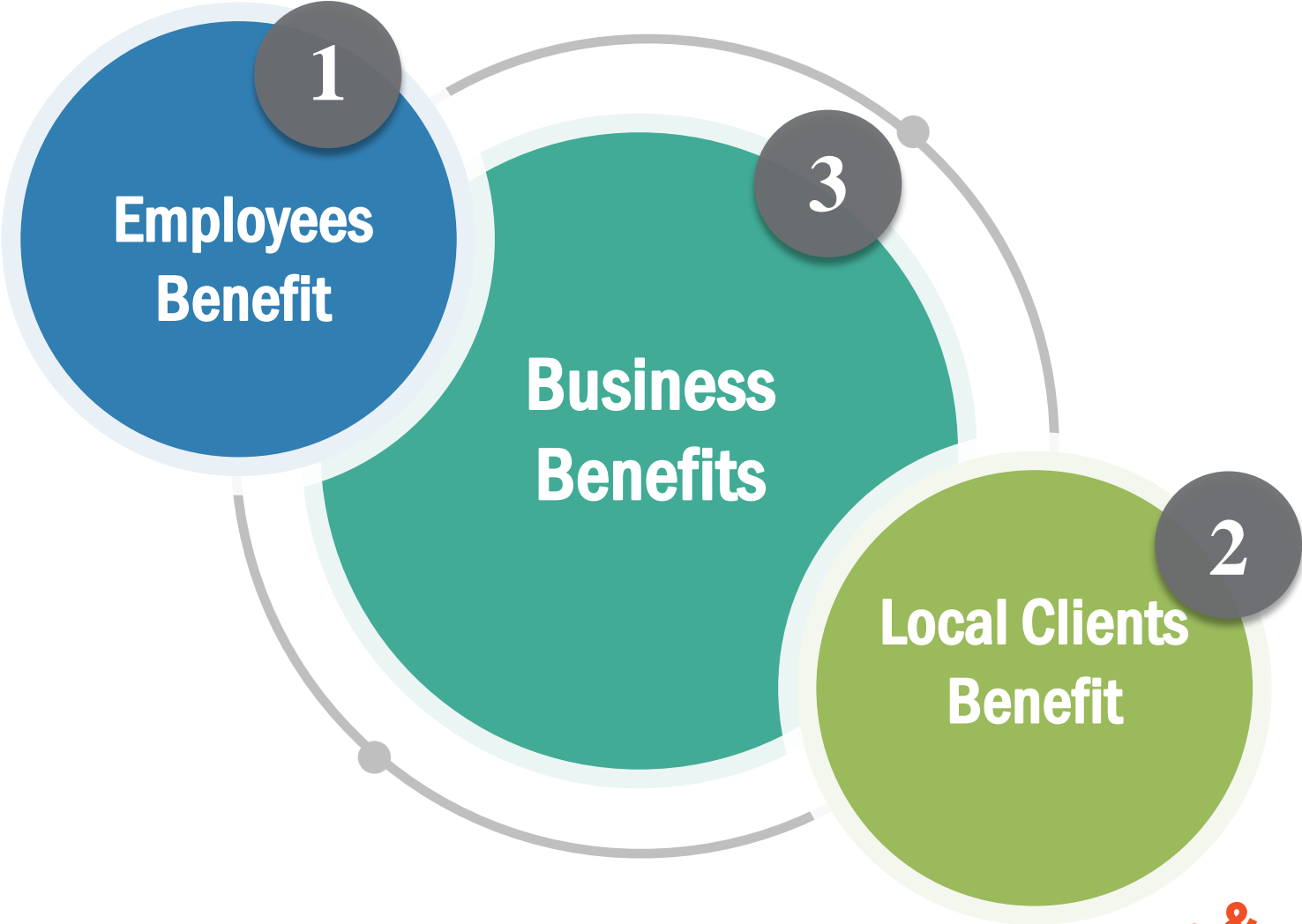
on  
global pro bono  
assignments in



**80**  
countries  
on **5**  
continents.



# Global Pro Bono Programs Deliver a Triple Benefit





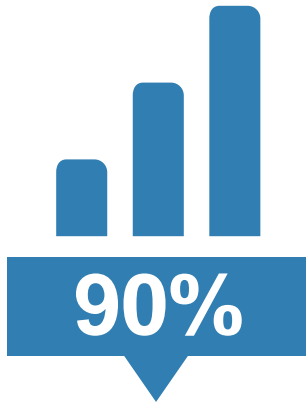
# Employee Impact

- » Hard and soft skill development
- » Increased motivation
- » Innovation for new products and skill application
- » Improved leadership competencies



# Measuring Participant Impact

Moving today's workforce where it needs to be tomorrow



have a better understanding of business' role in society



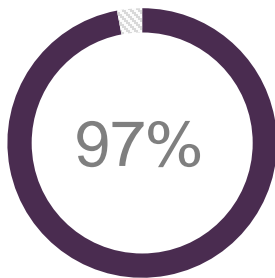
have an increased ability to listen for client needs



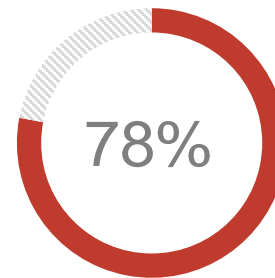
improved their ability to work with a team



exhibit enriched cultural awareness



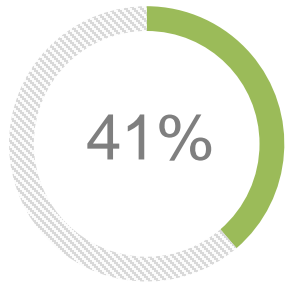
of participants would recommend the experience to a colleague



of managers of participants reported improvement in attitude and motivation

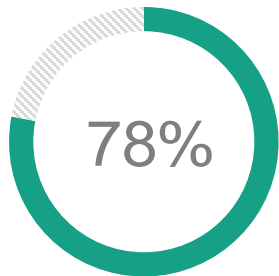
# Measuring Business Impact

Improving employee engagement, leadership, and retention



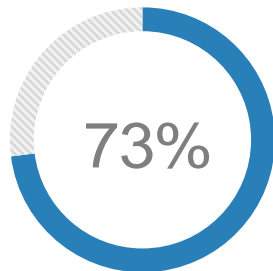
## Retention

of participants say they are more likely to stay at the company as a result of their experience



## Engagement

of managers of GPB participants indicated that employees exhibited improved attitude and motivation as a result of their experience.



## Leadership

of managers of GPB participants indicated that employees had developed leadership skills as a result of their experience.





PIMCO  
FOUNDATION



ICV  
Leadership  
Council



"la Caixa" Foundation



JPMORGAN CHASE & Co.



# Executive Pro Bono

## FedEx DRIVE

- » Ten-day FedEx-focused program for 20 global executives
- » Observe and assess business practices and operations in local organizations
- » Recommend solutions to observed challenges based on executives' core competencies
- » Develop a global perspective among high performing leaders





# Global Leadership Corps

**FedEx**®





# Global Leadership Corps







## Vision

To ensure a greater appreciation of FedEx's place in the global community by providing an intensive global learning experience for high potential/high performing managers and individual contributors across all FedEx operating companies

## Program

The **Global Leadership Corps** is a four month program (4 weeks in an emerging market) which is potentially offered twice a year. It is aimed at exposing high performing FedEx employees to "next generation" ways of doing business by providing them with an opportunity to:

-  Gain an appreciation of and understanding for emerging markets and diverse cultures
-  Work with virtual and global teams
-  Work outside the traditional office
-  Incorporate the increased public expectations for sustainable business practices and corporate social responsibility into our corporate culture



# Global Leadership Corps Overview

## Program Design



Project Skills, Cultural Adaptability & Logistics

8 weeks (2-3 hours/wk)

- Leadership and skills development
  - Virtual teaming / Team development
  - Cultural adaptability
  - Consulting in emerging economies
  - Corporate social responsibility
- Project planning/logistics
- International development



International Experience

4 weeks (24x7)

- Guided by local partner
- Required journaling/blogging
- Client and participants surveyed on outcomes
- Review of project goal achievement at end and 6 months after

\*8-12 people per team



Re-entry

3 weeks (1 hours/wk)

- Debrief
- Feedback for program improvements

Applying Learning and Sharing Perspective Gained

5 weeks (as needed)

- Share Session
- Presentations
- I am FedEx stories
- CSR and other blogs
- Revisit outcomes for client organization







# Global Leadership Corps Locations

## Current Status

6 sessions completed

## Upcoming session

Ho Chi Minh City, Vietnam February 2016

Country	Participants
Salvador Brazil (2011)	4
Bangalore India (2012)	13
Ahmedabad India (2014)	9
Chennai India(2014)	11
Jaipur India (2015)	12
Chengdu China (2015)	12
<b>TOTAL</b>	<b>61</b>



# Developing Leadership with a Global Mindset

**61** FedEx  
Employees



Sent to **6** cities in **3**  
different countries



**100%** of the surveyed  
employees saw improvement in  
their understanding of FedEx's  
role as a global citizen

*"The greatest reward was the experience of working in another country and interacting with our partner organizations' team members on an everyday basis."*

- GLC Participant

*"Meeting with local FedEx employees and learning about the global operation was eye-opening and very valuable to my global perspective. I was happy to find that the culture of FedEx was just as present there as it is in my workplace."*

- GLC Participant



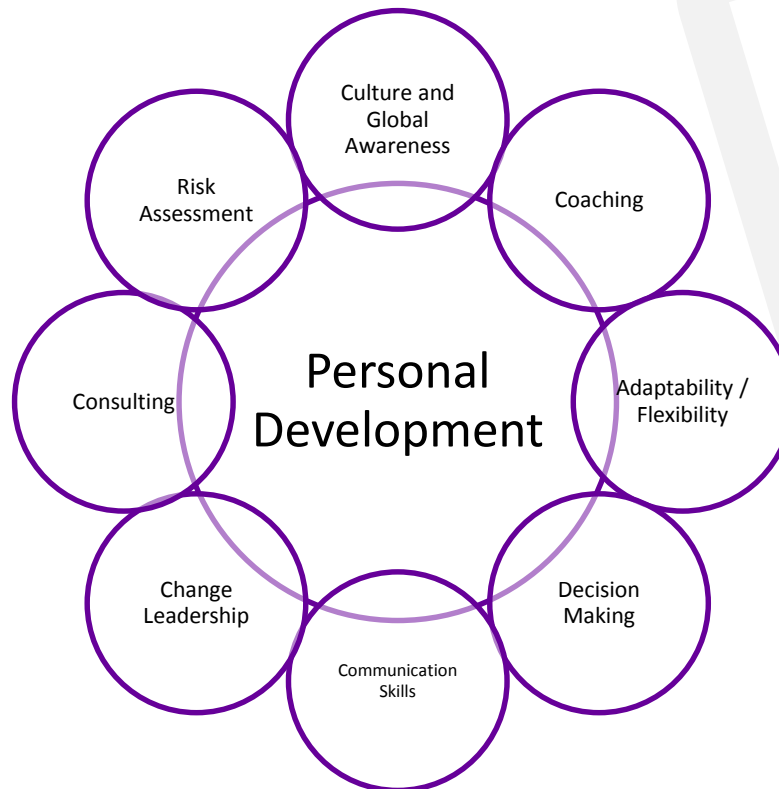
# Global Leadership Corps Evaluation

A GLC Post-Evaluation Survey was introduced to participants upon completing the GLC program. It was a two part survey with the first being a choice/rating scale and the other being an individual response section. The first part of the survey asked participants to evaluate their personal development as a result of the program in 8 different categories.

Of the 44 available participants the survey was offered to, 32 gave their feedback. This provides a significant response rate of 73%.



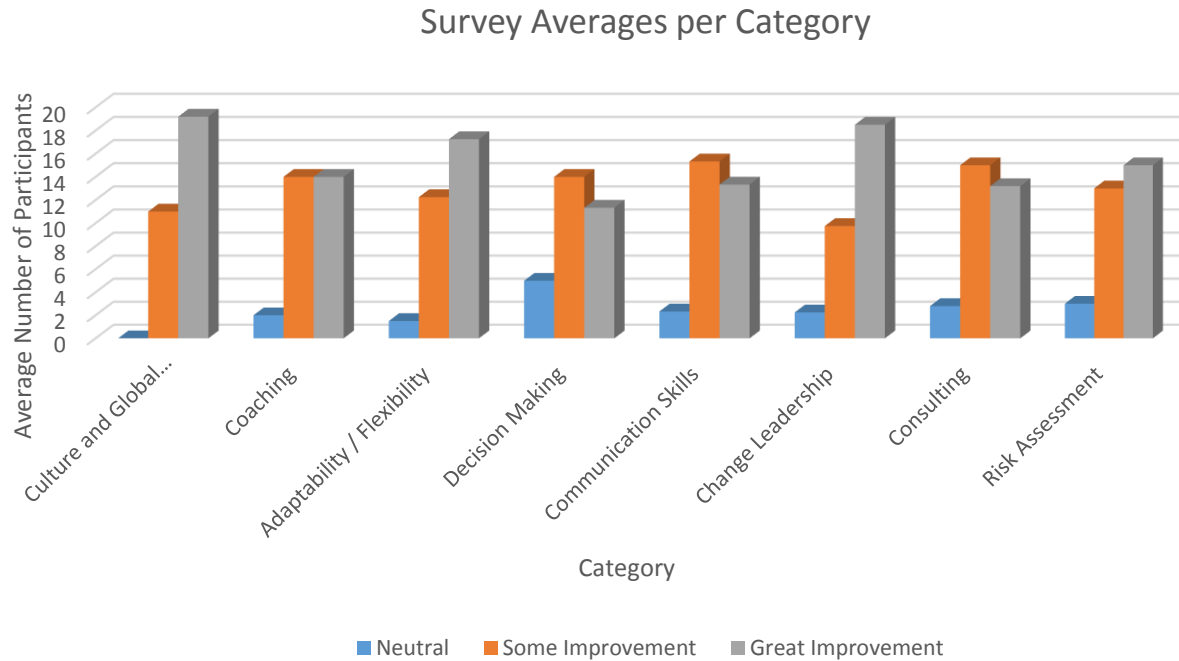
Through data provided from the survey, we were able to find out what average percentage of participants saw “some” or “great” **improvements** in each of these categories.





# Global Leadership Corps

The chart below portrays the average number of participants (out of 31 total surveyed) that saw some improvement, great improvement, or felt neutral about their skill improvement in those categories.





# Global Leadership Corps Impact



## Promotes Corporate Social Responsibility Initiatives

“I see it as a highly valuable program, delivering value to the client, and allowing FedEx to deliver on the Corporate responsibility mission, while developing employees to be even more valuable to the company. It's a "win" for all involved



## Encourages Risk Taking

“The diversity of different experiences I could challenge myself to undertake in India, for work and for personal / fun / travel! On site, the support structure with the team and with PYXERA Global was so solid, that I could take calculated risks that were ultimately very rewarding”



## Promotes Teamwork Cross OpCos

“I enjoyed meeting FedEx managers from other areas of the company. We were able to discuss some of our challenges and receive good suggestions. These friendships will outlast the program.”





# Global Leadership Corps Impact



## Improves Cross Cultural Understanding

“Specific to India, we have a vendor based in India with whom my team often interacts. In these interactions we often run into communication issues regarding deadlines and I now feel confident in advising my team of how we can do a better job of interacting with them given my recent experience.”



## Generates Potential Business Improvements

“I noticed many gaps in availability of FedEx presence in Chennai, and took note of how to impact this - I also took note of the EMBARQ India presence in Chennai (none) and made recommendation of how to impact that.”



## Improves FedEx's Global Reputation

“We have always seen FedEx as a big and professional courier brand, and (working) with their team reiterated the fact that they are a highly professional team with immense knowledge and professionalism.”


- Local client in India

# Global Leadership Corps

## An in depth view

Many are trying to develop leaders who understand and can navigate emerging markets that are in flux and experiencing rapid growth.

Can you share one or two examples of individuals you've seen develop the competencies you mentioned earlier? (e.g., cultural and global awareness, adaptability, and change leadership)

 Examples

 Challenges

What are some of the biggest challenges participants face through this experience?

How has this experience influenced their work after they get back into their day jobs?

 Impact on day job

 Employee Retention

Does participation affect employee retention at FedEx? Career advancement?

# Global Leadership Corps

## An in depth view

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DRIVE vs Global Leadership Corps, what is the difference?

Can you describe how the program sits within the larger business strategy at FedEx? Pro bono programs are often supported by different departments in a company and receive visibility all the way through to the C-Suite. Is this the case at FedEx? How does this bolster the program's sustainability?

 Programs

 Why

 Larger Strategy

 Advice

Why does FedEx invest in this program at the executive level?

What can you share with others in the HR and talent development community who want to start this kind of program?

# Audience Questions

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Questions

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