



Design and delivery of the “International Qualifying Program” (IQP)

COMPANY

Schenker AG is a global logistics service provider. The company transports goods on land, on sea, in the air and also offers integrated logistics solutions and supply chain management. The logistics company employs 60,000 employees spread across some 1,500 locations in 130 countries.

PROJECT TARGETS

The International Qualifying Program (IQP) gives participants are given an opportunity to

- strengthen their ability to work effectively in intercultural teams and improve their communication skills;
- learn how to manage international projects and build a global network with their peers;
- gain a deeper understanding of the international Schenker world.

FRAMEWORK CONDITIONS

Each training group consists of 15 international participants. The program is targeted at young and talented employees who have the potential to take on their first management position. They have received above-average scores in their supervisor's assessment in the local performance review process and interact regularly with international contact partners.

Each participant should have at least four years of work experience and have a clear picture of his next career step.

All events and interviews/conversations are conducted in English.

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SOLUTION

The program wants to go beyond imparting skills and knowledge through training sessions. The key focus is for participants to reflect on their own success factors and learning fields. Therefore, each program starts with a development center that gives participants detailed feedback on their strengths and learning opportunities.

Based on this feedback, participants draw up a “learning contract” with the support of an experienced manager. This manager becomes the participant’s coach, assists him in moving forward with his personal development and helps him translate the program content into practice.

A central element of the IQP is to have participants work on real projects of Schenker AG, thus giving them an opportunity to gain some first-hand experience in project management and team work.

IMPLEMENTATION

Selection of participants

In cooperation with his supervisor and the local HR staff, the participant fills out the nomination documents. After selection steps by national and regional HR representatives and directors, a telephone interview with the manager who is responsible for international management development concludes the selection process.

Coaching by an experienced manager

Each IQP participant is led through the program by a coach, either his supervisor or another experienced manager. All coaches attend a twoday training session to make them familiar with their role and responsibilities during the IQB. They also take part in the development center as observers.

On the basis of the learning contract, the coaches conduct development interviews with the participants after each module. They also give participants the opportunity to cope with “on-the-job” challenges in their day-to-day work and thus greatly promote the participants’ development.

Conceptual design

The IQP consists of four modules, with each module lasting four to five days, and is delivered over a period of approximately 18 months. Two Profil M trainers assist in the implementation of each module. A third Profil M trainer is responsible for the project coaching and training sessions.

Module 1

Each program starts with a two-day potential analysis. This analysis includes an interview, a conceptual case study with a group discussion, a one-to-one talk with a direct report and a team meeting. These simulations are embedded in a fictitious logistics scenario.

After completing the exercises, all participants receive in-depth, personal feedback. This feedback will then be integrated into the learning contract in cooperation with the coach.

In addition, participants of this module also attend a training session on working in intercultural teams.

Module 2

The second module focuses on team work, communication and conflict management. Moreover, participants make themselves familiar with the project topics and, following a training session on project management, start working on their particular project.

Module 3

In the third module, participants can upgrade their persuasion and rhetorical skills. In addition, they can take part in individual one-to-one sessions and discuss their personal concerns and issues with a Profil M trainer.

Module 4

During the first two days of this module, a training session covering the basics of employee leadership takes place. On the third day, the focus is on completing the project work and on preparing the final presentation, which will be delivered on the last day of the program. The participants present their project results to the invited managers and at the end of the day, a board member will present participants with their certificate.

Project work

In modules two, three and four, participants work on real projects in three small groups. These projects have generally been commissioned by a member of senior management. With regard to the topic “working in intercultural teams” in particular, the project activity gives participants a platform to reflect upon intercultural aspects, and allows them to link the training content with real-life situations they have experienced. Moreover, the projects provide an overall framework for the program as they focus on interesting and challenging issues, and participants make their final presentation in a high-level setting in front of a large audience. This means that participants do not play a passive “consumer role” during the program but deserve to be proud of their achievements at the end of the program.

To facilitate the project activity, several modules also include components on project management. The Profil M project coach does not only support participants during the project management training course at the beginning or in the project coaching sessions but will also be happy to help and advise them via phone or e-mail.

RESULTS

Every year, two to three groups with 15 participants start the program .

51 projects have been implemented successfully. Numerous project results have been translated into practice. 82% of the participants who have participated in the IQP are still working for Schenker AG today. Most of them made an important career step either during the IQB or shortly after completing it.



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