

PayPal Provides Precision Development to New Managers



In This Case in Point

- Navigating the transition to remote work by upskilling new people managers
- Using coaching to strengthen leadership development programs, empower managers to take charge of their learning, and improve the employee experience

PayPal Holdings, Inc., is a multinational financial technology company headquartered in San Jose, California.

Challenges: The onset of the COVID-19 pandemic increased global demand for digital transactions, causing explosive growth at PayPal as the company shifted to remote operations. Recognizing the need for effective people management during this transformation, PayPal's enterprise learning and development team analyzed employee sentiment surveys. Insights revealed that the organization could do more to inspire, develop, and equip new people managers to lead virtual, geographically dispersed teams.

Solutions: In 2022, PayPal launched Managing at PayPal Successfully (MAPS), a program for new people managers that includes technical training sessions focused on the procedural aspects of people management and six weeks of leadership development workshops designed to enhance skills such as decision-making, conflict resolution, and teambuilding. After completing the program, new people managers participate in a six-month coaching engagement enabled through PayPal's partnership with Growthspace, a precision skill-development platform that matches recent MAPS graduates with domain experts. Pairings are based on one or more specific leadership skills that MAPS graduates self-identify as priorities, unlocking precision development by giving managers a say in the concepts they practice and reinforce. Beyond meeting with their coach, graduates are asked to share leadership development goals with their direct managers to foster accountability, visibility, and patterns of communication that support long-term growth.

Results: MAPS participants, on average, reported 95% satisfaction with the program, stating that their one-on-one coaching helped them achieve their professional goals. The benefits of coaching, however, extend beyond the manager experience. In PayPal's 2024 talent surveys, manager effectiveness, feedback, and support are the highest-scoring dimensions—indicating that the fintech company's investment in leadership development has a positive, cascading impact on its workforce. Notably, the post-MAPS coaching experience has inspired people managers to encourage their direct reports to take ownership of their personal learning agendas—contributing to a 35% increase in the number of learning resources PayPal employees accessed between 2023 and 2024.

Recommended Reading

- [Cognyte Unlocks Its Talent Potential with Tailored Development Experiences](#)
- [Building Better Managers: How to Develop and Measure Impactful People Leaders](#)
- [The Definitive Guide to Corporate Learning: Growth in the Flow of Work](#)