

What are Personas?

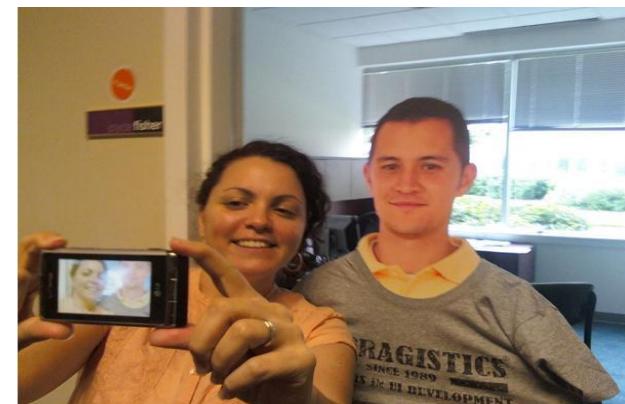
- Prototypical archetypes of users, created to represent the different user types within a targeted user demographic
- Provide for a specific and consistent understanding of users groups
 - Real name
 - Representative portrait
 - Distinctive characteristics
 - Mindset
 - Needs and goals
- Provide a human "face" to demographic data, allowing for empathy
- Should be based on user research – not assumptions
- Should be used throughout projects: to **understand** needs, to inform **design** and to identify test users for **evaluation**

Gender	
Female	33.6%
Male	31.1%
Age	
18-34	40.2%
35-54	34.1%
55+	23.2%
Race/ethnicity	
Asian	43.5%
White	33.9%
Black	30.1%
Hispanic	31.0%
Other	6.7%
Income	
<\$50K	25.4%
\$50K-\$99,999	36.0%
\$100K+	40.1%
Marital status	
Married	33.0%
Unmarried	31.9%
Total	
	32.5%

Source: Morpace, "Online coupon sites offer increasing opportunities for retailers," March 1, 2011
127977 www.eMarketer.com



Too abstract to be able to empathize with users



Concrete enough to allow empathizing with users

Key Enabler Personas

 **Karen**
Sr. Director of Program Management

Key Attributes: executive influencer, relationship builder

"My focus is on building business, driving process excellence and forging effective communication with org leaders."

Goals	Needs	Collaborators	Tools	Pain Points
<ul style="list-style-type: none"> Launch new products at the right price and faster than competitors Address critical gaps in execution by improving the link between marketing, portfolio investment, design, and commercial strategies while driving process excellence Eliminate non-value add and decrease time to market 	<ul style="list-style-type: none"> Hit financial / revenue targets Build strong relationships with organizational leaders Consistent and valuable data Effective peer communication 	<ul style="list-style-type: none"> Program Management HOS leaders ISC leaders VPGM leaders Finance 	<ul style="list-style-type: none"> MS Office, Email, Skype SharePoint Team Sites HOS Tools Six Sigma 	<ul style="list-style-type: none"> Access to right data Pressure to report data Inefficient processes Lack of organizational alignment Achieving consensus and approval among peers

User Story
Planning, prioritizing and scheduling my day

1. My day begins with checking my email and calendar at home and planning my remote and face-to-face meetings for the rest of my day. I must adjust and be flexible with scheduling.
Relyes upon iPhone for checking schedule

2. This morning, I got a request to pull together for a business leader that needs to be completed by noon - I emailed a team member to delegate and scheduled a 10 am call to review.
Meeting planning interrupted by business leader's request for metrics

3. I have 6 meetings, some remote and some face to face. I review progress, give constructive feedback, remove barriers and request follow ups. I'll review an itinerary for a Product Approval Committee meeting in Houston tomorrow.
Switches from remote to face-to-face meetings. Cerves out time to review approvals and upcoming schedule

4. I leave the next morning for Houston, so I've downloaded documents to my laptop and sent emails to key team members requesting information by 11am so I can finish a presentation on the plane.
Gathers documents to prep for next day's meeting

Honeywell

© 2017 by Honeywell International Inc. All rights reserved. HONEYWELL - CONFIDENTIAL.

 **Jose**
Director Sales Operations

Key Attributes: metrics-driven, sales-focused

"I view Commercial Excellence as the link between strategy and execution. We bridge the gap between our sales force and channel management."

Goals	Needs	Network	Tools	Pain Points
<ul style="list-style-type: none"> Drive organic sales growth based on analytics, market trends, and business plans Increase scale and quality of targeted cross-selling initiatives to key customers Develop strategic sales planning processes for all Connected Business Units 	<ul style="list-style-type: none"> Corporate backing to drive initiatives Effective interpretation of metrics / data Sufficient sales staff to support initiatives Visibility across the organization 	<ul style="list-style-type: none"> SBG Sales Operation Leads reporting to CE IT (data / analytics) 	<ul style="list-style-type: none"> CRM / Business Analytics Salesforce / AWAY PeopleSoft Sales Enablement Playbook Smartphone / Tablet 	<ul style="list-style-type: none"> Too many projects can reduce completion percentage Not exploiting metrics that can make us more competitive Maturity across SBGs varies in terms of process and data

User Story
Switching gears between data analytics and developing strategies to exploit metrics to drive sales

1. I spend a good portion of the day mapping views to CRM to get a consolidated view of pipeline health and sales activities across the organization. The trick is to take two or three metrics in conjunction to tell the whole story. The challenge is to pick the key items that are needle movers.
Drive a common view of the pipeline across Honeywell and get a real-time pulse of how we're doing

2. Process is key so I'm updating the Sales Enablement Playbook and getting feedback from the sales leads. One of the primary goals we're striving for is striking the right balance between aggressive riskier growth and more cautious incremental growth.
Create sales best practices to optimize sales strategy

3. I need to plan for a meeting tomorrow with sales operation leads from the SBGs. We meet every two weeks to strategize process, best practices, cadence, structure, and guidelines.
Translate a strategy into a tactical level operation to enable decision-making using real-time data insights

Honeywell

© 2017 by Honeywell International Inc. All rights reserved. HONEYWELL - CONFIDENTIAL.

 **Mark**
Senior Manager Customer Support

Key Attributes: customer-focused, solutionist

"Customer satisfaction is a passion of mine – being able to help and support – it's a great feeling. It's a challenge, it's a balancing act."

Goals	Needs	Network	Tools	Pain Points
<ul style="list-style-type: none"> Solve issues as quickly as possible for my customers Broker IT solutions and remove various roadblocks Drive continuous project-based improvement Manage suppliers and drive standardization of IT 	<ul style="list-style-type: none"> Consistency in leadership decisions and support Research and learning opportunities Accurate and actionable data on customer issues 	<ul style="list-style-type: none"> Functionality leads External service suppliers IT delivery teams 	<ul style="list-style-type: none"> Remedy CA PPM MOS, MOR CSAT dashboard Knowledgebase 	<ul style="list-style-type: none"> Global challenges Privacy in open work space Resources and bandwidth

User Story
Troubleshooting and resolving IT issues for customers

1. I start every day by attending early morning calls with my global colleagues. These typically start at 6 or 7 in the morning and often last for hours. In parallel, I check for overnight escalations and resolve there were major customer issues that need my attention.
My days usually start the same way but their course varies depending on escalations and major customer issues.

2. Once I have a break in my calls, I commute to the office where I can collaborate face-to-face with my team in order to solve escalations and discuss progress on our ongoing projects. We refer to our knowledgebase in order to solve customer issues and contact them directly to share our solutions.
I proactively monitor, engage, and solve customer issues to avoid getting blamed if anything goes wrong.

3. In the afternoon, I hold one-on-one meetings with my local direct reports. We find an open drop-in room and discuss their goals progress. Finally, I have some time at the end of my day to strategize how to drive standardization of IT.
The majority of my work gets accomplished at the end of my day once all customer issues are solved.

Honeywell

© 2017 by Honeywell International Inc. All rights reserved. HONEYWELL - CONFIDENTIAL.

 **Francesca**
Director Corporate Procurement

Key Attributes: deadline-driven, expert negotiator

"I'm under pressure to find the best price but I need the highest quality product. I tend to think about Honeywell's money as it were my own."

Goals	Needs	Network	Tools	Pain Points
<ul style="list-style-type: none"> Evaluate proposals and manage various suppliers Drive cost reductions and continuous improvement through sourcing initiatives Ensure high quality products and services are procured on time and within budget 	<ul style="list-style-type: none"> Stay informed on new advancements in e-procurement technologies and systems Educate organization about procurement process 	<ul style="list-style-type: none"> IT Project Teams Suppliers and Professional Service Providers 	<ul style="list-style-type: none"> Procurement software Ariba AWAY SOW RFP / RFQ e-Auction 	<ul style="list-style-type: none"> Deadlines and time constraints Lack of awareness of procurement process Late requirements Protracted process

User Story
Mid-stream contract reviews and meetings with internal project teams

1. I get to the office and attend my daily TAM. After that, I will focus on various tasks I have to complete. Most of my days are full of meetings depending on different phases of the procurement process. I jump on a call to negotiate a new software contract.
I negotiate vendor contracts that meet our timelines and budget constraints

2. My next call is with an internal project team to understand their requirements, expectations, and timeline. I realize that a different project team is requesting the same services so I recommend the project teams meet to consolidate requirements.
I meet with internal project teams to understand their requirements and recommend project consolidations

3. My day typically ends by reviewing what tasks were completed and which items are pending for the next day. I see that I received a request from an internal project team and schedule a meeting with them for the following day. I also follow-up with vendors requesting additional information.
I must constantly collaborate both internally and externally to obtain various professional services

Honeywell

© 2017 by Honeywell International Inc. All rights reserved. HONEYWELL - CONFIDENTIAL.

Honeywell

Honeywell Employee Personas



Adela

Goals

- Complete my work on time and to specifications, and submit ideas to improve productivity and get recognized
- Advance to my next level, learning multiple lines and processes
- Contribute to Tier 1 meetings, 5S, visual workspace to help my plant gain and maintain HOS status

Scope of Influence **Emphasis** **Varied Work** **Seek Support** **Champion** **Social**

Scope of Influence	Emphasis	Varied Work	Seek Support	Champion	Social
Low	Change	Low	High	Low	Low

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME WORK FACILITY HOME

Honeywell



Avi

Goals

- Quickly understand how my goals align to the company vision, so I can grow with the company
- Use my time designing, testing and working with other specialists
- Enable the highest quality, most error-free design and execution for our world-class customers

Scope of Influence **Emphasis** **Varied Work** **Seek Support** **Champion** **Social**

Scope of Influence	Emphasis	Varied Work	Seek Support	Champion	Social
Low	Change	High	Low	High	Low

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME OFFICE HOME

Honeywell



Tina

Goals

- I want to get to know my people, help them grow and enable them to enable our business.

Scope of Influence **Emphasis** **Varied Work** **Seek Support** **Champion** **Social**

Scope of Influence	Emphasis	Varied Work	Seek Support	Champion	Social
High	Change	Low	High	Low	High

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME OFFICE HOME

Honeywell



Li Min

Goals

- We have meaningful investment here. I have a unique perspective to coordinate across functional areas and businesses to add value.

Scope of Influence **Emphasis** **Varied Work** **Seek Support** **Champion** **Social**

Scope of Influence	Emphasis	Varied Work	Seek Support	Champion	Social
High	Change	Low	Low	High	Low

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME OFFICE HOME

Honeywell



Anna

Goals

- To be known as providing fast, efficient service to executives and team members
- Be the gate keeper based on direction from my manager,
- Enable others to be productive, anticipating needs and coordinating across teams and schedules

Scope of Influence **Emphasis** **Varied Work** **Seek Support** **Champion** **Social**

Scope of Influence	Emphasis	Varied Work	Seek Support	Champion	Social
High	Change	Low	High	Low	High

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME OFFICE HOME

Honeywell



Frank

Goals

- Ensure production hums along smoothly, maintaining relationships with internal clients and external suppliers
- Drive down cost and manage working capital, forecasting and negotiating and continuously improving our process
- Build my expertise to develop processes for high growth regions

Scope of Influence **Emphasis** **Varied Work** **Seek Support** **Champion** **Social**

Scope of Influence	Emphasis	Varied Work	Seek Support	Champion	Social
Low	Change	High	Low	High	Low

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME OFFICE HOME

Honeywell



Glen

Goals

- I love working in the field – the varied settings, cultures, building relationships with customers, and I want to feel I'm part of Honeywell.

Scope of Influence **Emphasis** **Varied Work** **Seek Support** **Champion** **Social**

Scope of Influence	Emphasis	Varied Work	Seek Support	Champion	Social
High	Change	High	Low	High	Low

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME FIELD HOME

Honeywell



Ellen

Goals

- Hit key financial targets, reviewing dashboards for insights, communicating with executive peers, into cross-functional teams
- Champion major company initiatives such as HUE, HOS, VPD and lead STRAP, AOP, MRR, MOS and other management processes
- Successfully integrate supporting cross-functional leaders

Scope of Influence **Emphasis** **Varied Work** **Seek Support** **Champion** **Social**

Scope of Influence	Emphasis	Varied Work	Seek Support	Champion	Social
High	Change	Low	High	Low	High

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME WORK FACILITY HOME

Honeywell

Key Enabler Persona Mapping to HON Employee Persona



Karen
Sr. Director of Program Management

Key Attributes: executive influencer, relationship builder

“My focus is on building business, driving process excellence and forging effective communication with org leaders.”

Goals	Needs	Collaborators	Tools	Pain Points
<ul style="list-style-type: none">Launch new products at the right price and faster than competitorsAddress critical gaps in execution by improving the link between marketing, portfolio investment, design, and commercial strategies while driving process excellenceEliminate non-value add and decrease time to market	<ul style="list-style-type: none">Hit financial / revenue targetsBuild strong relationships with organizational leadersConsistent and valuable dataEffective peer communication	<ul style="list-style-type: none">Program ManagementProduct MarketingHOS leadersISC leadersVPGM leadersFinance	<ul style="list-style-type: none">MS Office, Email, SkypeSharePoint Team SitesHOS ToolsSix Sigma	<ul style="list-style-type: none">Access to right dataPressure to report dataInefficient processesLack of organizational alignmentAchieving consensus and approval among peers

User Story
Planning, prioritizing and scheduling my day

1. My day begins with checking my email and calendar at home and planning my remote and face-to-face meetings for the rest of my day. I must adjust and be flexible with scheduling.

2. This morning, I got a request to pull metrics together for a business leader that needs to be completed by noon - I emailed a team member to delegate and scheduled a 10 am call to review.

3. I have 6 meetings, some remote and some face to face. I review progress, give constructive feedback, remove barriers and request follow ups. I'll review an itinerary for a Product Approval Committee meeting in Houston tomorrow.

4. I leave the next morning for Houston, so I've downloaded documents to my laptop and sent emails to key team members requesting information by 11am so I can finish a presentation on the plane.

Relies upon iPhone for checking schedule

Meeting planning interrupted by business leader's request for metrics

Switches from remote to face-to-face meetings. Carves out time to review approvals and upcoming schedule

Gathers documents to prep for next day's meeting

Honeywell

maps to:





Ellen

“Leadership impact, communication, development opportunities – all things I need to monitor to figure out what we can do better.”

Goals

- Hit key financial targets, reviewing dashboards for insights, communicating with executive peers, into cross-functional teams
- Champion major company initiatives such as HUE, HOS, VPD and lead STRAP, AOP, MRR, MOS and other management processes
- Successfully integrate supporting cross-functional leaders

Scope of Influence

Emphasis

Varied Work

Seek Support

Champion

Social

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME WORK FACILITY HOME

Honeywell

Key Enabler Persona Mapping to HON Employee Persona



Jose
Director Sales Operations

Key Attributes: metrics-driven, sales-focused

I view Commercial Excellence as the link between strategy and execution. We bridge the gap between our sales force and channel management.

Goals	Needs	Network	Tools	Pain Points
<ul style="list-style-type: none">Drive organic sales growth based on analytics, market trends, and business plansIncrease scale and quality of targeted cross-selling initiatives to key customersDevelop strategic sales planning processes for all Connected Business Units	<ul style="list-style-type: none">Corporate backing to drive initiativesEffective interpretation of metrics / dataSufficient sales staff to support initiativesVisibility across the organizationDrive consensus across SBGs	<ul style="list-style-type: none">SBG Sales Operation Leads reporting to CEIT (data / analytics)	<ul style="list-style-type: none">CRM / Business AnalyticsSalesforce / AlifyPeopleSoftSales Enablement PlaybookSmartphone / Tablet	<ul style="list-style-type: none">Too many projects can reduce completion percentageNot exploiting metrics that can make us more competitiveMaturity across SBGs varies in terms of process and data

User Story
Switching gears between data analytics and developing strategies to exploit metrics to drive sales

1. I spend a good portion of the day mapping views to CRM to get a consolidated view of pipeline health and sales activities across the organization. The trick is to take two or three metrics in conjunction to tell the whole story. The challenge is to pick the key items that are needle movers.

2. Process is key so I'm updating the Sales Enablement Playbook and getting feedback from the sales leads. One of the primary goals we're striving for is striking the right balance between aggressive riskier growth and more cautious incremental growth.

3. I need to plan for a meeting tomorrow with sales operation leads from the SBGs. We meet every two weeks to strategize process, best practices, cadence, structure, and guidelines.

Drive a common view of the pipeline across Honeywell and get a real-time pulse of how we're doing

Create sales best practices to optimize sales strategy

Translate a strategy into a tactical level operation to enable decision-making using real-time data insights

Honeywell

maps to:





Frank

"I'm well connected in my function, and I like to be the 'go to' person. I have my network of 'HR people', but want easy self service."

Goals

- Ensure production hums along smoothly, maintaining relationships with internal clients and external suppliers
- Drive down cost and manage working capital, forecasting and negotiating and continuously improving our process
- Build my expertise to develop processes for high growth regions

Scope of Influence

Emphasis

Varied Work

Seek Support

Champion

Social

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME OFFICE HOME

Honeywell

© 2017 by Honeywell International Inc. All rights reserved. HONEYWELL - CONFIDENTIAL

Honeywell Internal

Honeywell

Key Enabler Persona Mapping to HON Employee Persona



Mark
Senior Manager Customer Support

Key Attributes: customer-focused, solutionist

Customer satisfaction is a passion of mine – being able to help and support – it's a great feeling. It's a challenge, it's a balancing act.

Goals	Needs	Network	Tools	Pain Points
<ul style="list-style-type: none">Solve issues as quickly as possible for my customersBroker IT solutions and remove various roadblocksDrive continuous project-based improvementManage suppliers and drive standardization of IT	<ul style="list-style-type: none">Consistency in leadership decisions and supportResearch and learning opportunitiesAccurate and actionable data on customer issues	<ul style="list-style-type: none">Functionality leadsExternal service suppliersIT delivery teams	<ul style="list-style-type: none">RemedyCA PPMMOS, MORCSAT dashboardKnowledgebase	<ul style="list-style-type: none">Global challengesPrivacy in open work spaceResources and bandwidth

User Story
Troubleshooting and resolving IT issues for customers

- I start every day by attending early morning calls with my global colleagues. These typically start at 6 or 7 in the morning and often last for hours. In parallel, I check for overnight escalations and realize there were major customer issues that need my attention.
- Once I have a break in my calls, I commute to the office where I can collaborate face-to-face with my team in order to solve escalations and discuss progress on our ongoing projects. We refer to our knowledgebase in order to solve customer issues and contact them directly to share our solutions.
- In the afternoon, I hold one-on-one meetings with my local direct reports. We find an open drop-in room and discuss their goals progress. Finally, I have some time at the end of my day to strategize how to drive standardization of IT.

My days usually start the same way but their course varies depending on escalations and major customer issues.

I proactively monitor, engage, and solve customer issues to avoid getting blamed if anything goes wrong.

The majority of my work gets accomplished at the end of my day once all customer issues are solved.

Honeywell

© 2017 by Honeywell International Inc. All rights reserved. HONEYWELL – CONFIDENTIAL

maps to:





Anna

"I get a high volume of calls, emails, Lync chats and juggle a lot of calendars. I multi-task, so need tools to keep up with me."

Goals	Scope of Influence	Emphasis	Varied Work	Seek Support	Champion	Social
<ul style="list-style-type: none">To be known as providing fast, efficient service to executives and team membersBe the gate keeper based on direction from my managerEnable others to be productive, anticipating needs and coordinating across teams and schedules						

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME | OFFICE | HOME

Honeywell

Key Enabler Persona Mapping to HON Employee Persona



Francesca
Director Corporate Procurement

Key Attributes: deadline-driven, expert negotiator

I'm under pressure to find the best price but I need the highest quality product. I tend to think about Honeywell's money as it were my own.

Goals	Needs	Network	Tools	Pain Points
<ul style="list-style-type: none">Evaluate proposals and manage various suppliersDrive cost reductions and continuous improvement through sourcing initiativesEnsure high quality products and services are procured on time and within budget	<ul style="list-style-type: none">Stay informed on new advancements in e-procurement technologies and systemsEducate organization about procurement process	<ul style="list-style-type: none">IT Project TeamsSuppliers and Professional Service Providers	<ul style="list-style-type: none">Procurement softwareAribaSOWRFP / RFQe-Auction	<ul style="list-style-type: none">Deadlines and time constraintsLack of awareness of procurement processLate requirementsProtracted process

User Story
Mid-stream contract reviews and meetings with internal project teams

1. I get to the office and attend my daily TAM. After that, I will focus on various tasks I have to complete. Most of my days are full of meetings depending on different phases of the procurement process. I jump on a call to negotiate a new software contract.

2. My next call is with an internal project team to understand their requirements, expectations, and timeline. I realize that a different project team is requesting the same services so I recommend the project teams meet to consolidate requirements.

3. My day typically ends by reviewing what tasks were completed and which items are pending for the next day. I see that I received a request from an internal project team and schedule a meeting with them for the following day. I also follow-up with vendors requesting additional information.

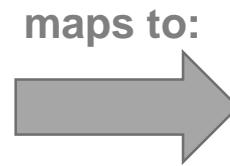
I negotiate vendor contracts that meet our timelines and budget constraints

I meet with internal project teams to understand their requirements and recommend project consolidations

I must constantly collaborate both internally and externally to obtain various professional services

Honeywell

© 2017 by Honeywell International Inc. All rights reserved. HONEYWELL – CONFIDENTIAL



Frank

"I'm well connected in my function, and I like to be the 'go to' person. I have my network of 'HR people', but want easy self service."

Goals	Scope of Influence	Emphasis	Varied Work	Seek Support	Champion	Social
<ul style="list-style-type: none">Ensure production hums along smoothly, maintaining relationships with internal clients and external suppliersDrive down cost and manage working capital, forecasting and negotiating and continuously improving our processBuild my expertise to develop processes for high growth regions						

Typical Day

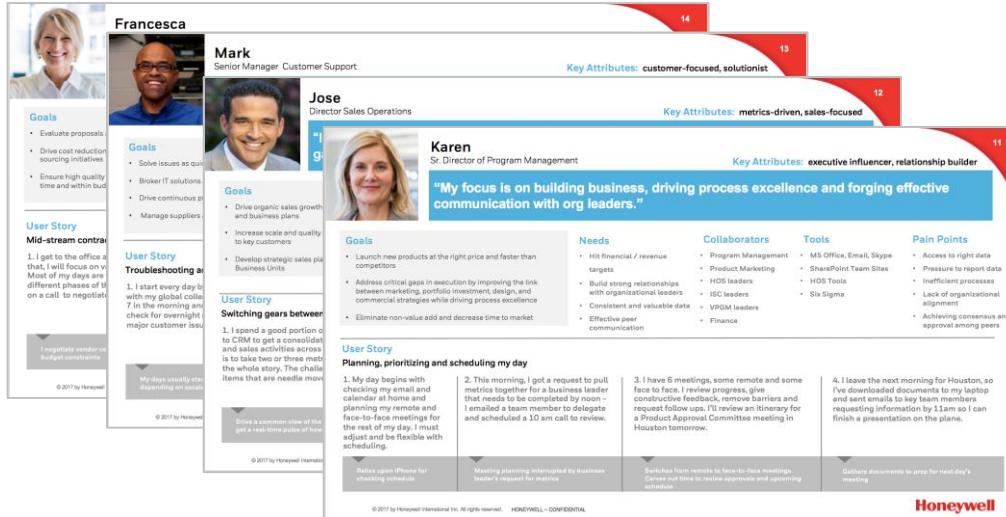
Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME OFFICE HOME

Honeywell

Enhanced Persona Integration Strategy



Review strategy and journey map each of the Master Programs through the lens of the newly created enhanced personas

2017 Master Programs

- Application Transformation
- Cyber Safety Transformation
- Compute and Communicate
- Employee Experience
- IT Functional Enablement
- Data Driven Insights
- SBG Enablement
- Customer and Commercial Excellence
- ERP Deploy and Enhance

Proposed Application

Example: Master Program “Compute & Communicate”

Any project that enables the transformation of IT Enterprise Services regarding Enterprise Computing & Cloud, Collaboration & End User Collaboration, Connectivity & Networking, Monitoring/IOC, Operations, Program Management, Enterprise Business Services, Security or Enterprise Services Enhanced Operations.

Karen
Sr. Director of Program Management
Key Attributes: executive influencer, relationship builder

“My focus is on building business, driving process excellence and forging effective communication with org leaders.”

Goals	Needs	Collaborators	Tools	Pain Points
<ul style="list-style-type: none">Launch new products at the right price and faster than competitorsAddress critical gaps in execution by improving the link between marketing, portfolio investment, design, and commercial strategies while driving process excellenceEliminate non-value add and decrease time to market	<ul style="list-style-type: none">Hit financial / revenue targetsBuild strong relationships with organizational leadersConsistent and valuable dataEffective peer communication	<ul style="list-style-type: none">Program ManagementProduct MarketingHOS leadersISC leadersVPGM leadersFinance	<ul style="list-style-type: none">MS Office, Email, SkypeSharePoint Team SitesHOS ToolsSix Sigma	<ul style="list-style-type: none">Access to right dataPressure to report dataInefficient processesLack of organizational alignmentAchieving consensus and approval among peers

User Story
Planning, prioritizing and scheduling my day

1. My day begins with checking my email and calendar at home and planning my remote and face-to-face meetings for the rest of my day. I must adjust and be flexible with scheduling.
Relyes upon iPhone for checking schedule

2. This morning, I got a request to pull metrics together for a business leader that needs to be completed by noon - I emailed a team member to delegate and scheduled a 10 am call to review.
Meeting planning interrupted by business leader's request for metrics

3. I have 6 meetings, some remote and some face to face. I review progress, give constructive feedback, remove barriers and request follow ups. I'll review an itinerary for a Product Approval Committee meeting in Houston tomorrow.
Switches from remote to face-to-face meetings. Carves out time to review approvals and upcoming schedule

4. I leave the next morning for Houston, so I've downloaded documents to my laptop and sent emails to key team members requesting information by 11am so I can finish a presentation on the plane.
Gathers documents to prep for next day's meeting

© 2017 by Honeywell International Inc. All rights reserved. HONEYWELL – CONFIDENTIAL

Honeywell

- Does this program enhance her ability to effectively network/collaborate with peers?
- How might this effect her speed to market strategy?
- What advantages does this give her over her competitors?
- How will this enhance her ability to quickly access and present valuable data?
- In what ways might this assist in achieving consensus and approval among her peers?
- How will this increase productivity?



Karen

Sr. Director of Program Management

Key Attributes: executive influencer, relationship builder

“My focus is on building business, driving process excellence and forging effective communication with org leaders.”

Goals

- Launch new products at the right price and faster than competitors
- Address critical gaps in execution by improving the link between marketing, portfolio investment, design, and commercial strategies while driving process excellence
- Eliminate non-value add and decrease time to market

Needs

- Hit financial / revenue targets
- Build strong relationships with organizational leaders
- Consistent and valuable data
- Effective peer communication

Collaborators

- Program Management
- Product Marketing
- HOS leaders
- ISC leaders
- VPGM leaders
- Finance

Tools

- MS Office, Email, Skype
- SharePoint Team Sites
- HOS Tools
- Six Sigma

Pain Points

- Access to right data
- Pressure to report data
- Inefficient processes
- Lack of organizational alignment
- Achieving consensus and approval among peers

User Story

Planning, prioritizing and scheduling my day

1. My day begins with checking my email and calendar at home and planning my remote and face-to-face meetings for the rest of my day. I must adjust and be flexible with scheduling.

Relies upon iPhone for checking schedule

2. This morning, I got a request to pull metrics together for a business leader that needs to be completed by noon - I emailed a team member to delegate and scheduled a 10 am call to review.

Meeting planning interrupted by business leader's request for metrics

3. I have 6 meetings, some remote and some face to face. I review progress, give constructive feedback, remove barriers and request follow ups. I'll review an itinerary for a Product Approval Committee meeting in Houston tomorrow.

Switches from remote to face-to-face meetings. Carves out time to review approvals and upcoming schedule

4. I leave the next morning for Houston, so I've downloaded documents to my laptop and sent emails to key team members requesting information by 11am so I can finish a presentation on the plane.

Gathers documents to prep for next day's meeting



Jose

Director Sales Operations

Key Attributes: metrics-driven, sales-focused

"I view Commercial Excellence as the link between strategy and execution. We bridge the gap between our sales force and channel management."

Goals

- Drive organic sales growth based on analytics, market trends, and business plans
- Increase scale and quality of targeted cross-selling initiatives to key customers
- Develop strategic sales planning processes for all Connected Business Units

Needs

- Corporate backing to drive initiatives
- Effective interpretation of metrics / data
- Sufficient sales staff to support initiatives
- Visibility across the organization
- Drive consensus across SBGs

Network

- SBG Sales Operation Leads reporting to CE
- IT (data / analytics)

Tools

- CRM / Business Analytics
- Salesforce / Altify
- PeopleSoft
- Sales Enablement Playbook
- Smartphone / Tablet

Pain Points

- Too many projects can reduce completion percentage
- Not exploiting metrics that can make us more competitive
- Maturity across SBGs varies in terms of process and data

User Story

Switching gears between data analytics and developing strategies to exploit metrics to drive sales

1. I spend a good portion of the day mapping views to CRM to get a consolidated view of pipeline health and sales activities across the organization. The trick is to take two or three metrics in conjunction to tell the whole story. The challenge is to pick the key items that are needle movers.

2. Process is key so I'm updating the Sales Enablement Playbook and getting feedback from the sales leads. One of the primary goals we're striving for is striking the right balance between aggressive riskier growth and more cautious incremental growth.

3. I need to plan for a meeting tomorrow with sales operation leads from the SBGs. We meet every two weeks to strategize process, best practices, cadence, structure, and guidelines.

Drive a common view of the pipeline across Honeywell and get a real-time pulse of how we're doing

Create sales best practices to optimize sales strategy

Translate a strategy into a tactical level operation to enable decision-making using real-time data insights



Mark

Senior Manager Customer Support

Key Attributes: customer-focused, solutionist

“Customer satisfaction is a passion of mine – being able to help and support – it's a great feeling. It's a challenge, it's a balancing act.“

Goals

- Solve issues as quickly as possible for my customers
- Broker IT solutions and remove various roadblocks
- Drive continuous project-based improvement
- Manage suppliers and drive standardization of IT

Needs

- Consistency in leadership decisions and support
- Research and learning opportunities
- Accurate and actionable data on customer issues

Network

- Functionality leads
- External service suppliers
- IT delivery teams

Tools

- Remedy
- CA PPM
- MOS, MOR
- CSAT dashboard
- Knowledgebase

Pain Points

- Global challenges
- Privacy in open work space
- Resources and bandwidth

User Story

Troubleshooting and resolving IT issues for customers

1. I start every day by attending early morning calls with my global colleagues. These typically start at 6 or 7 in the morning and often last for hours. In parallel, I check for overnight escalations and realize there were major customer issues that need my attention.

2. Once I have a break in my calls, I commute to the office where I can collaborate face-to-face with my team in order to solve escalations and discuss progress on our ongoing projects. We refer to our knowledgebase in order to solve customer issues and contact them directly to share our solutions.

3. In the afternoon, I hold one-on-one meetings with my local direct reports. We find an open drop-in room and discuss their goals progress. Finally, I have some time at the end of my day to strategize how to drive standardization of IT.

My days usually start the same way but their course varies depending on escalations and major customer issues.

I proactively monitor, engage, and solve customer issues to avoid getting blamed if anything goes wrong.

The majority of my work gets accomplished at the end of my day once all customer issues are solved.



Francesca

Director Corporate Procurement

Key Attributes: deadline-driven, expert negotiator

“I’m under pressure to find the best price but I need the highest quality product. I tend to think about Honeywell’s money as it were my own.“

Goals

- Evaluate proposals and manage various suppliers
- Drive cost reductions and continuous improvement through sourcing initiatives
- Ensure high quality products and services are procured on time and within budget

Needs

- Stay informed on new advancements in e-procurement technologies and systems
- Educate organization about procurement process

Network

- IT Project Teams
- Suppliers and Professional Service Providers

Tools

- Procurement software
- Ariba
- SOW
- RFP / RFQ
- e-Auction

Pain Points

- Deadlines and time constraints
- Lack of awareness of procurement process
- Late requirements
- Protracted process

User Story

Mid-stream contract reviews and meetings with internal project teams

1. I get to the office and attend my daily TAM. After that, I will focus on various tasks I have to complete. Most of my days are full of meetings depending on different phases of the procurement process. I jump on a call to negotiate a new software contract.

2. My next call is with an internal project team to understand their requirements, expectations, and timeline. I realize that a different project team is requesting the same services so I recommend the project teams meet to consolidate requirements.

3. My day typically ends by reviewing what tasks were completed and which items are pending for the next day. I see that I received a request from an internal project team and schedule a meeting with them for the following day. I also follow-up with vendors requesting additional information.

I negotiate vendor contracts that meet our timelines and budget constraints

I meet with internal project teams to understand their requirements and recommend project consolidations

I must constantly collaborate both internally and externally to obtain various professional services