

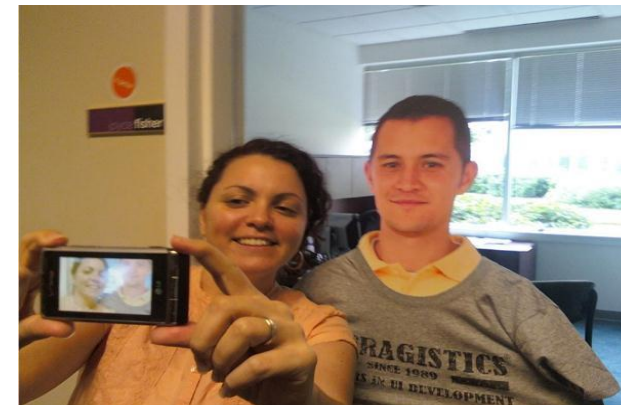
What are Personas?

- 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

- 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.
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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."

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- Solve issues as quickly as possible for my customers
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- Manage suppliers and drive standardization of IT

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- Consistency in leadership decisions and support
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Network

- Functionality leads
- External service suppliers
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- Remedy
- CA PPM
- MOS, MOR
- CSAT dashboard
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- Global challenges
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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.

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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
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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 / Attify
- PeopleSoft
- Sales Enablement Playbook
- Smartphone / Tablet

Pain Points

- Too many projects can reduce completion percentage
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Switching gears between data analytics and developing strategies to exploit metrics to drive sales


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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

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Francesca
Director Corporate Procurement

Key Attributes: deadline-driven, expert negotiator

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- 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
- Arba
- SOW
- RFP / RFQ
- e-Auction

Pain Points

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

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Honeywell Internal










Honeywell Employee Personas

Adela

"I like what I do, appreciate a clean place to work and take pride in my ideas. I had fourteen implemented last year - that felt good."

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, SS, visual workspace to help my plant gain and maintain HOS status








Scope of Influence:  Emphasis:  Varied Work:  Seek Support:  Champion:  Social:  Typical Day:  Honeywell

Avi

"I feel very proud to be at Honeywell, I'm inspired when I see people recognized for ideas and I want to be respected for mine."

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:  Typical Day:  Honeywell

Tina

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

Goals

- Ensure my team and processes align to breakthrough objectives
- Remove blocks for my team to make sure they are productive
- Help my people grow, providing opportunities to build knowledge across regions, slating top people for their next role

Scope of Influence:  Emphasis:  Varied Work:  Seek Support:  Champion:  Social:  Typical Day:  Honeywell

Li Min

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

Goals

- Be a true business partner, spending less time on admin tasks and more time with people to understand and anticipate needs
- Attract, retain, train and slate talent to compete effectively
- Deliver right and fast end to end services to enable growth, helping employees get productive as fast as possible

Scope of Influence:  Emphasis:  Varied Work:  Seek Support:  Champion:  Social:  Typical Day:  Honeywell

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

- 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

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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
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Scope of Influence:  Emphasis:  Varied Work:  Seek Support:  Champion:  Social:  Typical Day:  Honeywell

Glen

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

Goals

- Make a good living for my family, beyond cost of living, by advancing skills and career, learning from mates in the field
- Provide the best service in the industry to our customers, as the face of Honeywell, and feel respected for doing so
- Make time to get more business, building relations with customers

Scope of Influence:  Emphasis:  Varied Work:  Seek Support:  Champion:  Social:  Typical Day:  Honeywell

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:  Honeywell

Key Enabler Persona Mapping to HON Employee Persona



Karen
Sr. Director of Program Management

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Scope of Influence	Emphasis	Varied Work	Seek Support	Champion	Social
Predictable	Self Support	Contented	Solo		

Typical Day

Times of Continuous Work or Meetings

Times of Access to Digital Support

HOME | WORK FACILITY | HOME

Honeywell

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Tools

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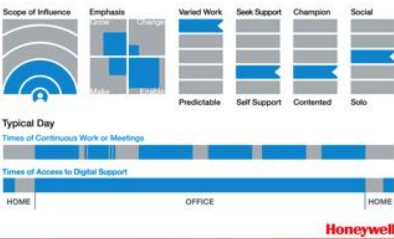


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- CA PPM
- MOS, MOR
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Scope of Influence



Emphasis



Varied Work



Seek Support



Champion



Social



Typical Day

Times of Continuous Work or Meetings




Times of Access to Digital Support



HOME OFFICE HOME

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Needs

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Network

- IT Project Teams
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Tools

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- Ariba
- SOW
- RFP / RFQ
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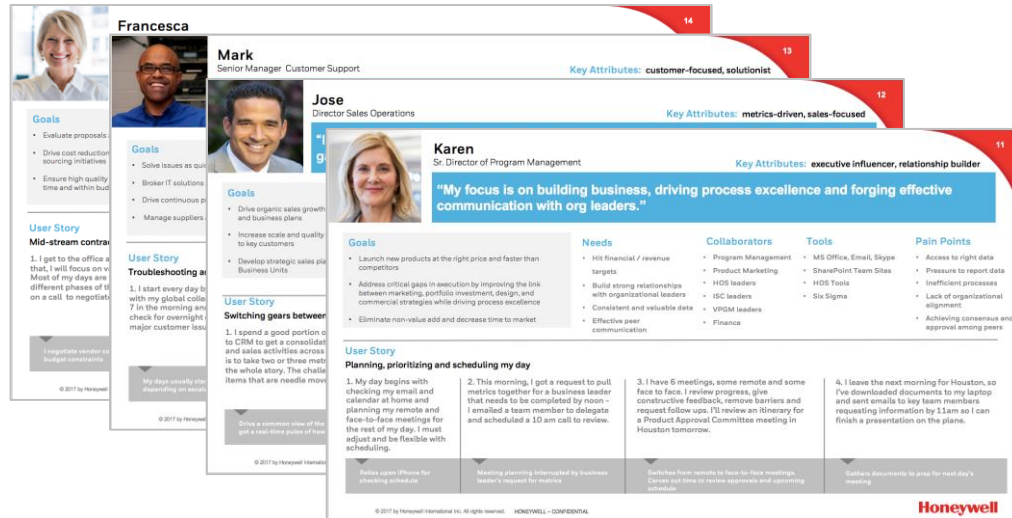
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Honeywell

Enhanced Persona Integration Strategy



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

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

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.



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- 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?

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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