

**Driving Business Results**



**The Role of the Human Resource  
Generalist at Honeywell**

**Honeywell**



**Driving Business Results:**

# The Role of the Human Resource Generalist

The business of Human Resources (HR) continues to evolve. Our Functional Transformation is improving the speed, quality, and cost of our services, while better aligning HR with business needs. At the same time, we have enabled HR Generalists (HRGs) to provide more value to leaders by implementing additional self-service tools and driving standardization.

Our Operating Model increases the use of lower cost, high quality channels for delivering services to employees such as a direct access portal and a centralized services organization, along with centers of excellence for staffing, organizational development and learning, labor and employee relations, and compensation and benefits.

The HR Operating Model also addresses the need to provide in-country HRG expertise for leaders where Honeywell has significant presence. Our One Country Model organizes all local HRGs within each country's boundaries and across businesses to provide consistent delivery of HR support, promote a One Honeywell culture, and enhance career opportunities.

While our customer satisfaction scores for the past three years clearly indicate our leaders appreciate the value HR provides, we always drive for continuous improvement. This guide defines the role of today's HRG, outlines career paths at all levels of the organization, and provides information on the current HR Learning framework designed to develop the skills each HRG must possess to be successful.

I encourage all HR employees to use this information and help us achieve a higher standard of excellence by enhancing the value we provide for Honeywell leaders.

**Mark R. James**  
Senior Vice President,  
Human Resources & Communications

# Key Points and Where to Find Them

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Chapter One

# The Role of the HRG

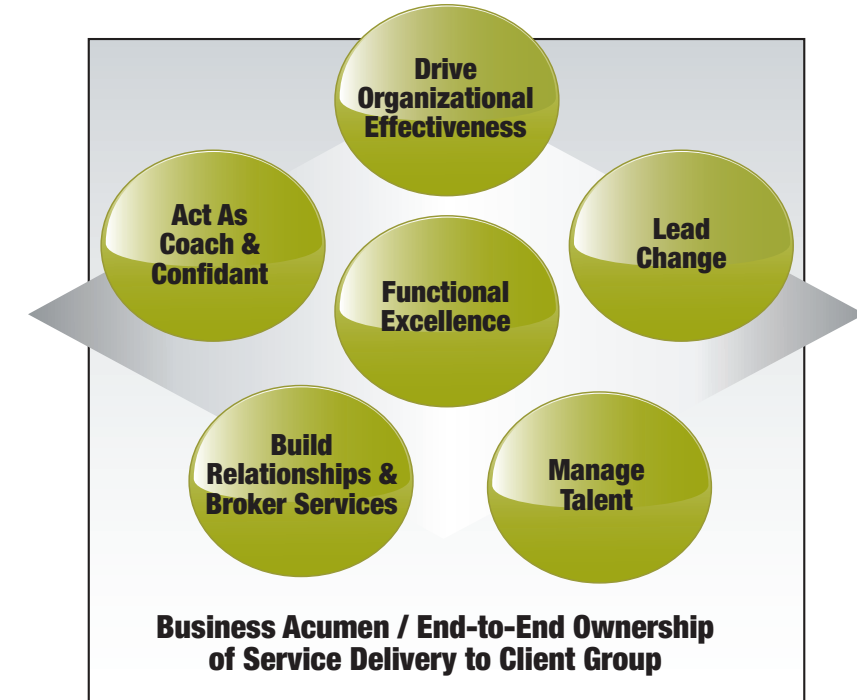
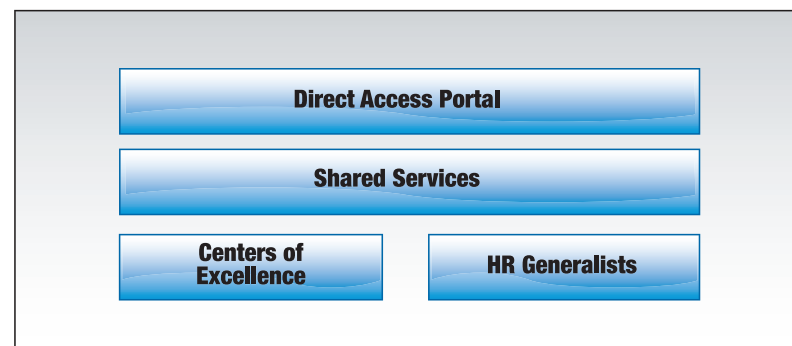
To enable Honeywell to be competitive in today's market, our HR organization must continue to evolve and improve. The HRG needs to not only acquire in-depth knowledge and understanding of the business and the competitive marketplace, they must also demonstrate the ability to make data-driven decisions, and influence the company's direction, delivering competitive advantage in the process.

Today, the role of the Honeywell HRG is built upon demonstrating a high level of business acumen and assuming responsibility for end-to-end ownership of HR service delivery to the client. As the face of HR to the business, it is the HRG's responsibility to broker services from these Centers of Excellence (COE) and HR Services (HRS) partners to ensure the business needs are successfully met.

To take a true leadership role in the HR Operating Model, we have identified six elements that the HRG should master and leverage successfully to drive value for the business. For an HRG to be successful requires expertise in each of the six elements: Driving Organizational Effectiveness, Leading Change, Managing Talent, Building Relationships and Brokering Services, Acting as a Coach and Confidant, and possessing strong Functional Excellence.

Demonstrating Functional Excellence is core to all HRGs, but showing proficiencies across the other five elements is essential, both for the success of the organization and the individual's career progression.

### HR Operating Model



This guide defines each element, outlines the primary responsibilities and key behaviors, and provides a set of self-assessment questions that will allow you to rate your level of proficiency within each element and identify where you need to improve your skills and behaviors. This will enable the organization and the HRG community to ensure we have the right people in place and that it is clear what is required for an HRG to be successful in Honeywell.

This chapter should be used as a guide to the skills and behaviors required for an HRG to become proficient within each element. To be successful the HRG needs to pay attention to all six elements. A mastery of all these elements

is a key for our organization's success, as well critical to each HRG's professional success at Honeywell.

The self-assessment questions should be referenced on an ongoing basis to evaluate how well each individual rates in meeting the requirements, responsibilities and key behaviors of each element and determine which areas need further professional development.

Redefining the role of the HRG has raised the bar on expectations. The information provided here should make it clear what the HRG's role is within the HR Operating Model, what is required for an HRG to be successful at Honeywell and, in turn, how each HRG can drive value for the business.



## Drive Organizational Effectiveness

### Element #1

HRG's drive organizational effectiveness through their business acumen; knowing what information is relevant, analyzing the data, acting upon the analysis and feeding into the business decision making process. An in-depth knowledge of the business requires an understanding of the business drivers, current market trends, customers, competitors, and market position.

Additionally, the HRG must know how work gets done within the business and be aware of key metrics such as census data, cost of labor, turnover and staffing performance metrics. To be a true HR partner who drives organizational effectiveness requires an understanding of the business and knowledge of the competitive landscape that is greater than the competitor's HR team.

#### Drive Organizational Effectiveness By:

- Proactively assessing and managing the organization's labor costs and talent quality to deliver competitive advantage for the business
- Using business knowledge, analytics and insight to design and implement HR strategies that align with and support business strategies
- Ensuring HR actions align with and support business objectives
- Leveraging business acumen to partner with business leaders more effectively than the competition

#### Primary Responsibilities:

- Understand and use organizational efficiency principles and business savvy to assist with business decision making
- Ensure line management awareness and understanding of critical human resource issues
- Work with business teams on developing business strategies—Annual Operating Plan (AOP) and Strategic Plan (STRAP)
- Translate business goals to the HR agenda
- Design organizational structures that efficiently align with business strategy
- Carefully consider cost and quality when making decisions and shaping strategy
- Total Workforce planning—ensure the optimum placement, planning and utilization of labor
- Utilize data in decision-making and recommendations

#### Key Behaviors

- |                                    |                            |                                 |
|------------------------------------|----------------------------|---------------------------------|
| • <b>Growth and customer focus</b> | • <b>Gets results</b>      | • <b>Integrative thinker</b>    |
| • <b>Global mindset</b>            | • <b>Leadership impact</b> | • <b>Intelligent risk taker</b> |

#### Key Questions: Driving Organizational Effectiveness

- How do I positively impact labor costs and quality?
- How do I implement HR strategies that make a difference to my business partner and the top/bottom line?
- Do I focus on proactively supporting business objectives or am I only focused on HR?
- How familiar am I with my business' overall strategy as well as customers, competitors, and market position?
- How do I consider my business' competitive priorities when developing and implementing HR goals and objectives?



## Lead Change

### Element #2

To thrive in today's dynamic business environment requires our organization not only to be able to anticipate change ahead of the market factors, we must be highly responsive and flexible to rapidly adapt to ever-changing business conditions.

The HRG plays a key role in ensuring both the leadership team and employees are well-equipped to deal with the process

of change. It is no longer enough to simply develop solutions based on today's needs. To truly lead change requires the HRG to be proactive, anticipate the future needs of the business, develop solutions and implement them. The ability to better anticipate needs and be more responsive than the competition is a key business differentiator for Honeywell.

#### Lead Change By:

- Understanding the importance of workplace culture. Ability to identify the need for change and being able to drive and influence change in the culture
- Understanding and applying effective change management (including assessing readiness and capacity for change) strategies and recognizing the roles of communication, project management, and leadership in driving successful and sustainable change
- Proactively building the capacity for the organization to change faster than the competition

#### Primary Responsibilities:

- Assesses readiness and capacity for change.
- Facilitates alignment of organizational structure, processes, systems, people, and culture with key business priorities.
- Consults with leaders on and drives organizational change efforts (including HR portion of HOS) to achieve organization's business objectives.
- Leverage the PER assessment process to assess employee & manager engagement
- Provides transition and integration support including assessment and development of organizational plans and support for and management of impacted employees

#### Key Behaviors

- **Leadership impact**
- **Effective communicator**
- **Champions change**
- **Gets results**
- **Intelligent risk taker**

#### Key Questions: Lead Change

- *How do I positively impact the culture of my business to build flexibility and the capacity for sustainable change?*
- *How do I continuously improve my change management skill set to best meet the needs of my business?*
- *Can I articulate and influence my business partner about the importance and value of effective communication, project management, and leadership in driving successful change?*
- *Do I consider my business' competitive priorities and strategic plan when developing and implementing change strategies?*
- *Do I think in a One Honeywell way and do I drive standardization in my business?*
- *Do I implement new policies, processes, and procedures quickly and efficiently, or do I spend time questioning their value?*



# Manage Talent

## Element #3

For the organization to maintain a competitive advantage, the HRG is engaged in the entire employee lifecycle, proactively managing the entire process – from the requisition stage, through the staffing process and on-going professional development of our top talent. End-to-end ownership of the process is critical to the organization achieving successful business results.

It is the HRG’s responsibility to retain and develop the best internal talent.

It is equally important to identify issues of poor performance and manage the under-performers quickly and decisively.

Exceptional business performance is driven by the superior talent and skills of an organization’s employees. In today’s world, leading companies understand their success is powered by the total talent quality of their workforce.

### Manage Talent By:

- Supporting management in proactively assessing, identifying, acquiring, and developing the human capital required to execute business strategy
- A continuous focus on talent upgrading coupled with the rigorous management of poor performers
- Ownership of the quality of the internal and external candidates and the selection process.
- Making talent decisions that are in the best interests of Honeywell
- Coaching business leaders on the effective, rigorous, and honest use of development and assessment tools and processes
- Supporting employees in identifying and planning for career growth opportunities

### Primary Responsibilities:

- Owns and drives continuous improvement of the effectiveness of Honeywell Performance and Development (HPD) and Management Resource Review (MRR)
- Drives talent retention strategies, workforce planning, and hiring forecasts
- Ensures robust succession planning
- Assists management in making difficult performance related decisions
- Identifies and arranges development assignments that grow individual talent
- Supports managers in aligning employee goals with overall business goals
- Helps managers assess performance and potential
- Identifies development opportunities and learning needs
- Drives diversity
- Leads by example – manage and retain top talent on own teams

### Key Behaviors

- **Makes people better**
- **Growth and customer focus**
- **Fosters teamwork and diversity**

### Key Questions: Manage Talent

- *How do I ensure that my business has the right talent in the right place at the right time to drive the execution of the business strategy?*
- *Do I ensure that we take the tough talent decisions?*
- *How do I proactively accomplish continuous workforce planning and are the backfills identified in the succession plan realistic and willing?*
- *Is the talent that makes up my client group actively pursued by other business leaders in the company?*
- *Do I drive diversity considerations as part of the overall talent discussions within the business?*
- *How do I ensure that the talent acquisition process is robust and meets the needs of my business?*
- *Do I always consider EM talent as an option when backfilling or opening a new requisition?*



## Build Relationships and Broker Services

### Element #4

The Honeywell HR operating model creates co-dependencies and inter-dependencies between the business HRGs, One Country Teams, Centers of Excellence and HR Services. The continued success of the organization requires these groups clearly understand their respective roles and responsibilities and work together seamlessly to deliver client services to all customers and stakeholders.

End-to-end ownership of HR service delivery to the client group, through the development and implementation of an effective Management Operating System (MOS), is a fundamental principle for the HRG community as they interact with customers. MOS is central to enabling the ownership of end-to-end service delivery as it provides structure and governance and ensures that teams work together to address relevant issues in a disciplined way.

#### **Build Relationships And Broker Services By:**

- Serving as the primary interface between management and others in the HR operating model, and drives client group to the optimum use of the model
- Escalates and coordinates issues in order to ensure effective end to end HR delivery – owns end to end delivery of HR service
- Works with a MOS in order to ensure all customers and stakeholders are covered
- Proactively identifying business needs and leveraging internal and external resources, and employee representatives (unions, works councils, third party providers) to deliver HR solutions
- Using HR expertise and a focus on client group satisfaction to establish and maintain credibility as a business partner – holds people accountable but in a constructive way

#### **Primary Responsibilities:**

- Brokers results-oriented and collaborative use of the HR operating model
- Understands and utilizes COE and HRS principles, processes and tools as appropriate
- Coordinates between client groups and HR points of contact to drive desired business goals and objectives
- Manages external vendors or consultants as required to seamlessly deliver HR services
- Manages effective relationships with works councils, unions, and government labor bodies
- Demonstrates a six sigma approach to problem solving
- Raises issues, but in a fact based, data-driven way
- Is a demanding partner, but constructive and willing to jointly find a solution

#### **Key Behaviors**

- **Fosters teamwork and diversity**
- **Effective communicator**
- **Integrative thinker**
- **Global mindset**
- **Growth and customer focus**

#### **Key Questions: Build Relationships And Broker Services**

- *In what ways can I better exhibit ownership of the successful delivery of HR solutions to my client group?*
- *How do I proactively support business goals through the use of HR points of contact and how can I improve?*
- *Do I proactively develop HR solutions that meet both seen and unseen business needs?*
- *How do I engage with my COE/HRS colleagues to ensure the seamless delivery of HR solutions to my client group?*
- *When I engage with my HR partners is it in a constructive, positive data based way?*
- *What mechanisms have I set up to review service delivery performance with my COE and HRS colleagues?*
- *Do I leverage the COE/HRS resources appropriately, or do I try and do everything myself?*



## Act as Coach and Confidant

### Element #5

Our current and future leaders have a need for unbiased counsel and coaching from trusted advisors. To rise to the opportunity to become coach and confidant, the HRG must earn the respect of the client group by bringing to the table a well-informed business perspective that adds value to both the individual and the organization.

Each HRG is in a unique position to foster a trust-based work environment and create a culture of open communication and employee engagement, integral elements for a successful organization.

#### Act As Coach And Confidant By:

- Providing candid unbiased counsel to the client group to encourage trust building, information sharing, effective communication, respect, and inclusion resulting in greater personal effectiveness
- Creating an interactive partnership with the client group that drives alignment between organizational and individual goals and drives increased overall performance

#### Primary Responsibilities:

- Build trusting relationships that enable frequent and honest feedback to help increase personal and team development and performance
- Encourage clients to continually explore opportunities to develop new networks in meeting individual and organizational goals
- Provide input that positively reinforces or changes behaviors
- Act as trusted communication channel for two way information flow between leaders and their team
- Provide escalation point for concerns raised by employees
- Coaches in a way that enables continuous capability improvement in the client group so that leaders develop confidence in handling HR related issues

#### Key Behaviors

- **Effective communicator**
- **Makes people better**
- **Self-aware learner**
- **Leadership impact**

#### Key Questions: Act As Coach And Confidant

- Does my business partner seek out my guidance before making major business decisions?
- Do I impact positive employee relations and performance through coaching leaders on effective communication and leadership?
- In what ways do I build trusting and honest relationships with my client group?
- How do I coach leadership in such a way as to promote their increased confidence in handling issues?
- Do I coach my client group on the effective use of HR solutions that will impact performance and overall business results?
- Do I have the courage to give difficult feedback to my business partner?
- Do I invest the time to get to know my clients and build the relationship?



## Demonstrate Functional Excellence

### Element #6

HR functional excellence skills, while core to the HRG role, alone are no longer sufficient for success. While it is expected that the HRG will continue to develop and expand functional skills, the position requires thinking critically beyond the traditional HR functions.

It is up to each HRG to seek out roles that will expand HR capabilities beyond the core

services. Each HRG should have an in-depth knowledge of the business, a proficiency in the other five elements, and a broad-based understanding of the specialist skills of the Centers of Excellence and HR Services and how to leverage and broker these services.

#### **Demonstrate Functional Excellence Through:**

- Capable and effective use of core HR systems, functional knowledge, analytics, and appropriate application of HR policies, laws, and regulations
- Building collaborative relationships among the broader HR community, awareness of trends and advances in the HR field, and the ability to assimilate new concepts to improve the effectiveness of the HR function

#### **Primary Responsibilities:**

- Demonstrates HR functional expertise and knowledge across the full spectrum of HR activities
- Manages business risk through effective use of HR laws and compliance mechanisms
- This includes but not limited to:
  - Policy & compliance – code of conduct
  - Staffing
  - Compensation & benefits
  - Labor & employee relations
  - Learning
  - Project management
  - Communications
  - HR systems, data, & analytics
  - HR core transactional work

#### **Key Behaviors**

- **Technical or functional excellence**
- **Self-aware learner**

#### **Key Questions: Demonstrate Functional Excellence**

- *How do I translate my HR functional knowledge into business partnering?*
- *What do I do to keep current on HR trends and their applicability to my business?*
- *In what ways can I improve my HR functional knowledge to support intelligent and calculated business risk taking?*
- *How do I translate external global factors into HR issues that may impact Honeywell?*
- *Do I utilize the Honeywell tools and systems that are available to me?*
- *Do I know how to interpret and apply data & analytics in a meaningful way?*

Chapter Two

# HR Development – Career Portfolio Guidance

Career management is very important for individuals as well as the organization. A career path is not a straight line nor is it the same for everyone. This chapter is designed to provide a framework for each HRG to manage all aspects of their individual HR career as well as achieve personal growth and development.

The Honeywell Career Model is based on three distinct phases of development that define a successful career: Initiate, Build and Established. This career model is not hierarchical. Where each individual begins and ends is defined by how well he or she meets the criteria specific to each stage of development.

To build a successful career within Honeywell, one should focus on developing skills and knowledge which are acquired by diverse experience in a wide variety of roles. This may be achieved through lateral moves to different positions across a variety of strategic business groups, Centers of Excellence, geographic locations and teams.

As an ongoing developmental process, this self-managed career guide offers the HRG a way to document past experiences, evaluate current HR experience and develop a career and learning plan for a successful future.

## HR Career Model

All career paths have a starting point. In the Honeywell Career Model, the new HR practitioner just starting their career begins in the Initiate phase, gaining knowledge of the business and experience over time.

In the build phase, the individual works toward establishing themselves by continuing to acquire knowledge of the business, building relationships and establishing a track record of success. During this phase, the emphasis gradually shifts from accumulating knowledge to broadening the experience base and demonstrating both Functional Excellence and leadership qualities.



In the Established phase, the individual continues to perform at the high standards required by the business, however the

emphasis shifts from self-development to developing self and developing others.

Our organization is made up of a combination of people who reside within each of the three various stages of career development. The three stages are not hierarchical

and apply to all HRG's, irrespective of level in the organization.

## HR Career Model – Where Am I Positioned?



This chart is a useful self-assessment tool for the HRG to determine where they are on their career path—Initiate, Build or Established.

## Assessing your Learning and Career Development Requirement

There are a number of ways the HRG can determine where they are on their career path – Initiate, Build or Established – and how to take their career to the next level.

The HRG should rate their strengths and weaknesses within the guidelines of each of the six elements: Driving Organizational Effectiveness, Leading Change, Managing Talent, Building Relationships and Broker Services, Acting as a Coach and Confidant, and demonstrating Functional Excellence. Proficiency should be measured by how well they have met each of the responsibilities and key behaviors of each of the elements. This process will allow the HRG to identify areas where improvement is needed in order to have a successful HR career at Honeywell.

Another way to assess skill level is to leverage the Honeywell Performance and Development (HPD) tool and processes. This allows the HRG

to gain valuable insights into what knowledge, skills and experience is needed for development.

Once the HRG has determined where they are on their career path and identified the gaps in knowledge and experience, the next step is to identify ways to build on current strengths as well as to improve areas for development. Choose specific activities that address the areas that need improvement. Then build an action plan to fill in any learning gaps through training and education. Consult the Honeywell learning curriculum to find what training, resources and tools are available to upgrade the skill sets necessary to get to the next career phase.

The HRG should also create and manage a career plan for evaluating what roles and opportunities are available within the organization. The HR Career Model is a valuable career mapping resource for the HRG to identify what potential opportunities are available to them within each career phase.



## Initiate

### Build Knowledge

In the early phase of a career in Honeywell's Human Resources organization, the focus is on building knowledge of both the organization and the roles and responsibilities of the position. There are a wide variety of opportunities for new HR practitioners and experienced new hires to gain knowledge by experiencing multiple roles within and across the global organization.

Career paths are highly personalized and no two plans will be alike. It is up to each individual to evaluate what experience and roles will provide the knowledge and skills required to move to the next level. In the Initiate phase, the HRG should seek out every opportunity to acquire diverse HR experience and gather knowledge that will help build core workplace skills. This learning process is constant and ongoing.

### Experience and Roles

- **Multiple and varied:**
  - Small site
  - Large site
  - HQ/Corporate
  - COE/HRS/One Country experience
  - Cross SBG's or SBU's
  - Locations
- **May move frequently**
- **Stretch assignments**

### Key Attributes

- **Develop:**
  - Honeywell Behaviors
  - Functional Excellence
- **Learn to:**
  - work with data
  - focus on quality delivery
  - develop wider view of business
- have the courage to be honest & direct
- build relationships
- appreciate cultural differences

### Key Differentiators

- **Constant learner**
- **Seeks out mentor; drives own development**
- **Spends time on shop floor or with clients in the field – gets out of the office**
- **Builds authentic and productive relationships**
- **Establishes a track record of delivery**
- **Develops credibility – is trusted and respected**
- **Demonstrates strong set of personal values**
- **Seeks out diverse HR experiences: plant; business; HRS/COE; geography; One Country**
- **Seeks out opportunities to build global mindset**

### Career Initiating Phase Questions

- What entry level HR positions are available to me?
- What roles do I need to consider in order to create a solid foundation for my career?
- What will I learn in the role?
- What behaviors do I need to focus on?
- Do I appreciate the importance of plant based experience as a foundation to my career?
- When and how will I gain the necessary COE/HRS and One Country experience?
- What HR processes and tools do I need to add to my skill set?
- How will the role develop my business acumen?
- Am I gaining exposure to diverse leaders and environments – remote site, HQ site, executive leaders, sales leaders, plant leaders, etc?
- What do I need to change/learn in order to be successful in the role?
- Are my experiences developing my leadership skills?



## Build – Early Stage

### Accumulate Knowledge

In the early build stage, the focus shifts to accumulating more in-depth knowledge of the business and developing more strategic attributes and skills that will enable the HRG to become a true HR partner to the client groups they support.

In this phase there is an increased diversity of experience and roles available. To determine what opportunity best meets

current career needs, the HRG should review the key attributes and key differentiators identified below and select the roles that best provide the opportunity to gain the experience required to further professional career goals. Take advantage of every opportunity to show the desire and ability to be a leader.

### Experience and Roles

- **Increased diversity of experience:**
  - Multiple site or client groups
  - Increasing complexity
  - Larger employee base
  - HR generalist, One Country and/or COE/HRS experience
  - Larger roles, broader responsibilities
- **International move if practical**

### Key Attributes

- **Develop:**
  - Business knowledge/acumen
  - Facilitation skills
  - Project management skills
  - Analytics and metrics skills
- **Learn to:**
  - Be a business partner
  - Manage talent
  - Lead change
  - Build relationships
  - Act as coach and confidant
  - Communicate effectively

### Key Differentiators

- **Understands principle of ownership of end to end delivery to client group**
- **Works effectively with service providers; COE's/HRS; One Country teams**
- **Strong commitment and work ethic**
- **Is coachable; listens and is self aware**
- **Is a team player**
- **Develops strong teams**
- **Able to push back constructively and effectively delegates**



## Build – Latter Stage

### Accumulate Knowledge and Broaden Experience Base

In the latter stage of the build phase, the HRG will continue to accumulate knowledge as they broaden their experience base. At this point, the individual in this phase has demonstrated strong leadership skills and the experience and roles available to them become more global, strategic and come with much greater responsibilities. Leaders in this stage should look to continue to

broaden their scope, strategic thinking and people skills.

At this stage the individual should demonstrate a high level of proficiency within all six elements and have a proven track record of making informed decisions, leading teams and taking actions that support the entire client group as well as the organization's business objectives.

### Experience and Roles

- **Broad experience with a global view**
- **Business HRG as well as COE/HRS/One Country roles**
- **Supports entire client group:**
  - SBU
  - Site
  - Region
- **Move less frequently, more lateral moves**
- **Experienced and valued team member**

### Key Attributes

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• <b>Develop:</b></li> <li>- Business knowledge/acumen</li> <li>- Honeywell behaviors</li> <li>- Analytics and metrics interpretation</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Perfect:</b></li> <li>- Being a business partner</li> <li>- Managing talent</li> <li>- Leading change</li> </ul> | <ul style="list-style-type: none"> <li>- Building relationships</li> <li>- Acting as coach and confidant</li> <li>- Communicating effectively</li> </ul> |
|---|--|--|

### Key Differentiators

- **Demonstrates principle of ownership of end-to-end delivery to client group**
- **Strong leadership skills – people want to be on your team**
- **Works with an effective MOS**
- **Proven track record of:**
  - **building high performing teams**
  - **delivering complex projects and business change initiatives**
- **Ability to work in a complex matrix environment**
- **Shares knowledge freely; recognized as a developer of talent**
- **Understands global environment: able to compare multiple countries and how to do business in each**
- **Thinks One Honeywell**

### Career Building Phase Questions

- *Does the new role help me establish a diverse base of work experiences? Geography - SBU - Plant - COE/HRS – Size/Complexity – Union/Works Council*
- *What will I learn in the role?*
- *Do I know what I need to change in order to be successful in the role?*
- *How will this role allow me to develop my behaviors?*
- *How do I use feedback from the Honeywell Performance & Development (HPD) process to help me select roles?*
- *What experience do I still require to build a solid foundation?*
- *Which of the 5 elements is the new role helping me build?*
- *What will the role lead to?*
- *Will the role continue to build my skill set?*
- *Are my experiences exposing me to leadership skills and gaps?*
- *Are my experiences increasing my HR network across all areas of HR?*
- *Will these experiences improve/increase my knowledge and ability to coach leadership on the effective use of HR solutions to meet business needs?*
- *Will the role expose me to external global factors or issues that impact HR?*
- *How will the role allow me to develop and utilize my business acumen skills?*



## Established Stage

### Share Knowledge

Established HR leaders consistently demonstrate an understanding of the broad operations of the team, site, strategic business units, region, COE and SBU they support and the processes that are driving the business.

In this phase, the HRG is not just focused on self-development but is preparing our future leaders by sharing knowledge and mentoring others.

### Experience and Roles

- **Extensive HRG and specialist experience**
- **Move infrequently or no moves**
- **Leadership over:**
  - Team                      - Region
  - Site                        - COE
  - SBU                        - SBG
- **Experienced and valued team member**

### Key Attributes

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• <b>Develop:</b> <ul style="list-style-type: none"> <li>- Areas requiring development</li> </ul> </li> <li>• <b>Role Model:</b> <ul style="list-style-type: none"> <li>- Honeywell Behaviors</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>- Effective communication style</li> <li>- Strategic planning capability</li> <li>- Business knowledge</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Share:</b> <ul style="list-style-type: none"> <li>- Knowledge</li> <li>- Business acumen</li> </ul> </li> <li>• <b>Act as coach or mentor</b></li> </ul> |
|---|--|--|

### Key Differentiators

- **Strong leadership reputation – people want to work for you**
- **Proven record of rewarding and retaining talent whilst top grading talent in the team**
- **Has specialist experience. e.g. executive compensation, labor relations**
- **Challenges established thinking wisely and appropriately**
- **Excellent team building and coaching abilities**
- **Is self-aware**
- **Politically aware**
- **Integrates internal and external dynamics and variables into actionable solutions**
- **Delegates ideas and goals, not tasks**
- **Stands for One Honeywell**

### Established Career Phase Questions

- *How will I continue to learn in the role?*
  - Does it play to my strengths?
  - Is it plugging a skill or experience gap?
- *How do I continue to be a top performer even when I have been in my role for many years?*
- *How do I continue to re-invent myself?*
- *How will the role allow me to influence and impact business strategy?*
- *How will I leverage my business acumen to lead HR strategies focusing on driving business results?*
- *How can I share my knowledge and experience?*

## Chapter Three

# Learning Framework

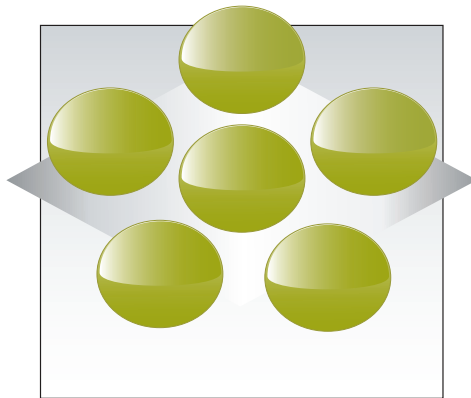
Career planning is the responsibility of the individual. Within Honeywell's Human Resources organization there are various roles and career moves available that will enable the HRG to build the skill sets and gain the experience in critical areas required to become a successful leader in the future. The ability to proactively manage one's own learning and career growth is in itself a critical skill.

This Career Portfolio Guide has been created to facilitate strategic career planning. Use this guide to analyze current experiences, competencies and behaviors and evaluate the targeted opportunities available for career growth. By participating in this ongoing process, each HRG can make informed decisions and implement a strategic plan that is applicable at different career stages.



**For the latest Learning Framework,**  
please visit us at:

<https://inside.honeywell.com/hrcommunity/secure/cd/hrDevelopment.htm>



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