Learning At Honeywell

Learning is fundamental to the way we continuously improve, the way we innovate and the way we grow. There are multiple opportunities for learning and development including:

- experiences on the job
- relationships with peers and leadership
- instructor-led classroom courses, web-based sessions and eLearning
- your own professional development

In this booklet find learning and development activities that are available at no or low cost. View by function and then level.

Also available is a quick guide of the top 20 Resources:
Finance

Basic Skills

- Participate on a project team as the Finance focal point
- Present quarterly results to a team of colleagues
- Identify and work with a mentor
- Maintain CPA or CMA certification
- Attend Leadership Town Halls

Intermediate Skills

- Facilitate a module of a Finance Academy course
- Benchmark best practices with external organizations
- Participate in an AOP presentation
- Maintain CPA or CMA certification
- Lead a global project team
- Attend Leadership Town Halls

Advanced Skills

- Mentor an early career professional
- Lead a discussion with Functional leaders on the financial impact of decisions
- Lead AOP and STRAP activities
- Maintain CPA or CMA certification
- Present a Finance Academy Course Module

Skill Building Experiences and Activities

- Attend live or listen to recordings of the Finance Learning Series
- Complete Skillsoft IFRS: Standards for Financial Statements and Their Items course
- View from Skillsoft The Time Value of Money: Possible Pitfalls Business Explorations Series

Wharton On Global Finance - Read articles from Wharton's School of Business
Wall Street Journal - Build business acumen by reading the Wall Street Journal

- Controllers Website - Review financial policies on the Controllers website
- Doing More with Less - EBSCO Book Summaries

Skill Building Experiences and Activities

- Attend live or listen to recordings of the Finance Learning Series
- Complete Skillsoft Thinking Like a CFO: Making Financial Decisions course
- Complete Skillsoft Capital Budgeting: Net Present Value and Internal Rate of Return course

- Controllers Website - Review financial policies on the Controllers website
- Doing More with Less - EBSCO Book Summaries

Skill Building Experiences and Activities

- Attend live or listen to recordings of a Finance Learning Series
- View from Skillsoft: the Recognizing the Value of Intangible Assets Business Exploration Series
- Complete Skillsoft Preparing Operating Budgets and the Cash Budget course

- Utilize the Economic Indicators Information and Release Calendar

Search other virtual or online learning from the Learning & Development site
Honeywell Low Cost & No Cost Learning and Development

## Basic Skills
- Complete Skillsoft “Managing Process Improvements”
- Complete Skillsoft “Supply Chain Planning and Inventory Management” Course
- Review books from Books 24x7
- Use impACT _Change Management Tool
- Read The Toyota Way – J. Liker
- Six Sigma Tool Box

### Skill Building Experience Activities
- Visit another HOS deployment site
- Identify and work with an HOS mentor
- Participate in Gemba walks
- Routinely walk around, interacting to gain new insights and information
- Lead a site improvement team
- Participate in HOS activity – Kaizen, Visual Management, etc.
- Attend site HOS overview
- Develop relationship with site HOS resources
- Green Belt Certification

## Intermediate Skills
- Complete Skillsoft “Think Strategically” course
- Books 24x7
- Complete Cultural Orientations Indicator with team on Cultural Navigator
- Read Lean Thinking – Womack & Jones. Explanation brief of Lean Thinking
- Center for Creative Leadership On-Demand Webinars

### Skill Building Experience Activities
- Lead HOS A3 teams
- Take on leadership role in site HOS activities – e.g., Kaizen, 5S, standard work, tiered accountability meetings
- Consider Lean Expert training
- Develop peer relationship w/other leaders at other HOS deployment sites

## Advanced Skills
- EBSCO Executive Book Summaries
- Wharton Executive Education Video Briefs
- Harvard Business School Podcasts
- Complete “Executive Level Leadership: Change and the Executive Leader” Skillsoft Course

### Skill Building Experience Activities
- Lead an SBG HOS A3 Team
- Mentor and coach junior talent
- Create a Change Management plan for a transition in your business
- Develop peer relationship w/other site leadership Phase >4 HOS deployment
- Consider a rotational assignment in HOS

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Stay informed of our rapidly changing business through Honeywell Now
Human Resources

Basic Skills

- Attend all the HR Learning Series
- Complete BTS Know the Business Finance Simulation
- Share your Cultural Orientations Indicator (COI) with a global project team. Discuss any gaps.
- Regularly review the HRG Learning and Development Framework
- Read and utilize resources available on the OD&L CoE pages of the HR Community
- Review benchmarking and white papers from the CLC Learning Roundtable

Skill Building Experience Activities

- Conduct a New Leader Assimilation
- Understand business needs in a high growth region
- Identify and work with a mentor
- Conduct a learning needs assessment
- Observe an MRR
- Participate on a global project team
- Participate in an OEF-related activity
- Engage in an HOS deployment at your site
- Help your leaders select interview questions from the Honeywell Interview System

Intermediate Skills

- Attend an HR Learning Series. Lead a post-session discussion with your team.
- Explore new resources within Corporate Leadership Council
- Attend a Coaching at Honeywell live or virtual program
- Utilize the HR Development Process Tools & Resources
- Prepare and present the business case of a new project to leaders
- Work with leaders on goal alignment
- Drive continuous improvement through PER and HOS
- Lead on a global project team
- Review country information that affects your business in Cultural Navigator
- Lead a post-Town Hall discussion with your local HR team members

Advanced Skills

- Lead a small change using the Change Management
- Read "Generations, Inc." (EBSCO Book Summary)
- Participate in an upcoming Learning & Development Roundtable
- Complete certification for PDI. Conduct at least one coaching session within the first 3 months of completion.
- Mentor & coach junior talent
- Create a workforce planning strategy for your business
- Lead an MRR for Tier 1 leadership

Skill Building Experience Activities

- Help drive strategy through participation in AOP and STRAP
- Gain understanding of the impact of HR Technology on data privacy issues
- Participate in a labor relations contract negotiation
- "Wall Street Journal" - Build business acumen by reading the Wall Street Journal

Search other virtual or online learning from the Learning & Development site
Basic Skills

- Complete “The Fundamentals of Supply Chain Management” Skillsoft course
- Complete Skillsoft “Tomorrow’s Manager’s Development Tools” Skillsoft course
- Read Harvard Business Review on Supply Chain Management or other books available from Books 24x7
- Complete Cultural Orientations Indicator on Cultural Navigator

Skill Building Experience Activities

- Visit another local Honeywell site
- Identify and work with a mentor
- Participate in Gemba walks
- Participate on a global project team
- Lead an improvement team
- Participate in site HOS activity
- Greenbelt Certification

Intermediate Skills

- Two Way Communication Toolkit
- Read the Manager's Journal
- Read Learning to Lead at Toyota
- Center for Creative Leadership On-Demand Webinars
- Review available Project Management Courses

Skill Building Experience Activities

- Engage in key mtgs. (e.g., AOP, STRAP, Cash calls, etc.)
- Participate in Site MOR (Quality)
- Active role in HS&E Mgmt. Reviews
- Participate/lead site HOS activity – Kaisen, 5S, visual management, standard work, etc.
- Complete Cultural Orientations Indicator w/team on Cultural Navigator
- Shadow more senior leader

Advanced Skills

- EBSCO Executive Book Summaries
- Wharton Executive Education Video Briefs
- Wharton’s On-line Business Journal
- Harvard Business School Podcasts
- Wilson Learning Human Performance Webinars
- Stanford Educator’s Corner
- Complete “Executive Level Leadership: Change and the Executive Leader” Skillsoft course
- Complete The Voice of Leadership: Effective Leadership Communication Skillsoft course

Skill Building Experience Activities

- Lead an SBG/Enterprise-level project
- Lead Functional Transformation team
- Mentor and coach junior talent
- Work with HR to create a workforce planning strategy for your business
- Work with emerging markets to develop & enable transition plans
- Develop peer relationship w/other SBG’s Instructor for leadership program modules
- Lead major reorganization or key initiative (HOS, FTI, etc.)
## Information Technology (IT)

### Basic Skills
- Attend the monthly **IT Learning Series**
- Attend **IT Effectiveness Learning Sessions**
- Leverage **Microsoft Online Training**
- Complete **BTS Know the Business Finance Simulation**
- Attend **Six Sigma Fundamentals**
- Complete SkillSoft Training to build technical expertise in your work area

### Skill Building Experience Activities
- Identify and work with a mentor outside of your SBG
- Participate on a project team as the IT focal point
- Attend Leadership Town Halls
- Partner with a colleague and discuss a way to innovate a process
- Participate on an SAP Deployment Team
- Partner with HR at your site on a security project

### Intermediate Skills
- Review and leverage the ITPro Section of **Skillsoft**
- Review and utilize IT SkillBriefs from **Skillsoft**
- Activate and use your membership in the **Infrastructure Executive Council**
- View and select SQL, Oracle or other relevant topics from **Skillsoft**
- Attend **Six Sigma Greenbelt Course**

### Skill Building Experience Activities
- Prepare and present the business case of a new project to leaders
- Benchmark best practices with external organizations
- Participate in AOP preparation
- Lead a project team as the IT focal point
- Participate on a global project team
- Review Cultural Orientations Indicator on **Cultural Navigator**
- Lead a post-Town Hall discussion with your local IT team members

### Advanced Skills
- Read **Grabbing Lightning** (EBSCO Book Summary)
- Attend **Infrastructure Executive Council Webinars**
- Listen to current **free podcasts** on your industry topics from Computer Weekly
- Complete **IT Strategy Essentials: Business and IT Strategy Alignment** Skillsoft course
- Attend **Design for Six Sigma Course**
- Attend Finance for Non-Financial Managers

### Skill Building Experience Activities
- Sponsor an IT Learning Series
- Mentor a junior employee
- Lead AOP and STRAP activities
- Challenge your team in a discussion on innovation
- Volunteer for business process reengineering, Six Sigma, HOS and/or Lean initiatives
- Assist in the identification and prioritization process of new infrastructure projects.
- Apply a new DFSS tool to an upcoming project
Honeywell Low Cost & No Cost Learning and Development

Law & Government Relations

## Basic Skills
- Leverage tools from the Resources and Learning Center
- Complete BTS Know the Business Finance Simulation
- Attend Legal-sponsored sessions of the HR Learning Series
- Complete WestLaw Library and Corepedia Online Training
- Activate and use your membership in the Compliance and Ethics Leadership Council

### Skill Building Experience Activities
- Become familiar with the L&GR website
- Identify and work with a mentor
- Review L&GR Roundtable Presentations (Click Here)
- Support a significant litigation
- Support a legal review of a Honeywell initiative such as Reduction in Force
- Utilize the LGR Directory

## Intermediate Skills
- Review Risk Management Best Practices
- Complete Law Online Learning Questionnaire & Courses
- Read “Everyone Communicates, Few Connect” (Skillsoft, Books 24x7)
- Complete WestLaw Library and Corepedia Online Training
- Complete Skillsoft Developing Excellent Time Management Habits Course

### Skill Building Experience Activities
- Partner with HR on a substantial reorganization
- Co-present an HR Learning Series
- Participate in a significant litigation
- Serve as a focal point for an outside prosecution counsel
- Stay connected with HSE&R at Honeywell
- Utilize and participate in the LGR Directory
- Develop a common Government property business process

## Advanced Skills
- Stay connected with Legal and Compliance Peer Group Discussion Boards
- Complete OneSource Online Training Modules
- Complete Advanced Negotiation Management
- Read Be a Shortcut (Skillsoft, Books 24x7)
- Complete Six Sigma Fundamentals
- Participation/membership in NCMA

### Skill Building Experience Activities
- Engage with suppliers as part of HOS deployment
- Participate on SBU/SBE Project Team for OneSource Site Implementation
- Lead a supplier negotiation
- Mentor and develop a junior employee
- Participate in Roundtable Discussions
- Lead “Brown Bag” team sessions to discuss policy changes

Search other virtual or online learning from the Learning & Development site
Leadership Development

**Basic Skills**

- Complete the SkillSoft online course **Delegation Essentials: The Delegation Process**
- Read *Inspiring Leadership: Learning from Great Leaders* by John Adair. (Login to SkillSoft to access Books 24x7)
- Read the Manager's Journal, Honeywell's Manager Newsletter
- Read about what's new in leadership through EBSCO Book Summaries
- Explore tools and resources on Performance and Development on Develop my Team
- Visit the Coaching Resource Center

**Skill Building Experience Activities**

- Utilize a strong coach/mentor
- Build business and financial acumen through resources in Investor Relations
- Volunteer for a cross-functional assignment
- Participate in an AOP Planning Process

**Supervising for Success (SfS) - Foundational**

- Chinese
- Czech
- English
- French
- German
- Korean
- Romanian
- Spanish (LAR)

**Intermediate Skills**

- Explore tools and resources on Effective Teams on Develop my Team
- Set up your access to the Wall Street Journal
- View the Top 20 Resources for Employees and Managers
- Create, review and/or update your Management Operating System (MOS)
- Complete the Leadership Skills Workshop

**Skill Building Experience Activities**

- Act as a coach or mentor for top talent
- Lead an enterprise-level project
- Participate in the STRAP process
- Translate strategic objectives into financial implications for the business
- Challenge your team to identify ways to build business acumen

**Advanced Skills**

- Reach and put into practice the Talent Management Guidebook for Managers
- Challenge your team to apply knowledge learned from the Wall Street Journal
- Stay current on leadership trends through reading Business Book Summaries
- Leverage tools and resources for Managing Change and Transition

**Skill Building Experience Activities**

- Conduct internal or external customer roundtables
- Develop deep competitor understanding
- Hold conversations with key organization influencers
- Identify another SBG or Functional group of interest. Take active steps to understand the business model.
- Lead a major global initiative. Make sure to capture lessons learned for future projects.

Search other virtual or online learning from the **Learning & Development site**
Procurement

GLOBAL TRAINING & RESOURCES

eSource Training
Access the eSource SharePoint to find:
- Overview of training and how to access
- How to request a new user account

Requisitioner Training
- Describe Requirement
- Confirmations
- Catalog Order
Login with your EID & LDAP to access

Contracts Training
ARIBA Training
- Classroom ARIBA Search/View
- Online ARIBA Search/View
- Classroom ARIBA Contract Loading
- Online ARIBA Contract Loading

Policies & Legal Training
- Procurement Policies
- Policy 1001/Schedule 101A
- Records Management Policy
- Legal Training

OneSource Reporting & Analytics Training:
- A01: OneSource Introduction
- B01: Website Introduction
- B02: Gain Access to OneSource
- B03: Login to OneSource
- B04: Overview of Functional Folders
- B05: Navigate in OneSource
- B06: Pipeline Tool in OneSource

Functional Areas in OneSource
- C06a: Spend/Savings
- C06b: Supplier Level Spend/Savings
- C06c: Part Level Spend/Savings

SBG - Direct/Indirect Training

ACS Direct/Indirect Training
AERO Direct
AERO Indirect
CORP Indirect Training
PMT Direct/Indirect
TS Direct/Indirect
Project Management

Basic Skills

Access the Project Management Knowledge Center and view the “New to Project Management” roadmap.

- Access no and low cost courses and other resources from Skillsoft, capitalizing on the Project Management Knowledge Center.
- Read white paper What Makes a Good Project Manager
- From Skillsoft read “A Guide to the Project Management Body of Knowledge (PMBOK Guide)”

Foundation: Build Skills & Knowledge

- Understand the framework and major components of program management
  - Scope: establish baseline
  - Planning Project scope, Monitoring, Execution & Control
  - Schedule & Cost
  - Risk & Opportunity: identification, contingency planning, and opportunity management
  - Team Participation: individuals role in a team, communications skills and working in a virtual environment

Intermediate Skills

- Access the Project Management Knowledge Center and view the “Already Working in Project Management” roadmap.
- Review PMP Certification requirements
- Read white paper PM Not Just for Project Managers Anymore
- From Skillsoft read “The Project Management Toolkit : 100 Tips & Techniques for Getting the Job Done Right”
- Review the PMP Certification Roadmap

Leader: Optimize

- Master Foundation Skills:
  - Manage Multiple Projects: portfolio management
  - Negotiation & Relationship Management: effective relationships with Business Partners
  - Financial Acumen: making decisions based on impact to revenue, cash flow and gross margin
  - Supply Chain Acumen: quality, capital planning and master planning
  - Leadership: stakeholder management, lead global programs, organizational change management and effective team building strategies
  - Resource Management: Project HR management
- Advanced: PMP continuing education courses

Advanced Skills

Access the Project Management Knowledge Center and complete the “Monthly Challenge”

- Review PM Certifications & Maintenance requirements
- Read white paper Beyond Cost Cutting
- From Skillsoft read the book “Managing Complex Projects: A New Model”

Strategic Leader: Lead Change

- Master Leader Skills
  - Lead effective program reviews
  - Benchmarking for best practices and identify trends
  - Manage multiple projects, develop integrated plans and rapid assessment recovery
  - Leadership: complex problem solving, growth & business development and organizational change management
  - Resource Management: project human resource management and inter-functional relationships
- Advanced PMP continuing education courses

Search other virtual or online learning from the Project Management Knowledge Center
Honeywell Low Cost & No Cost Learning and Development

Velocity Product Development (VPD)

**Basic Skills**
- **VPD Learning & Examples** – Understand the definition, benefits, success factors, and key elements of implementation
- Read *The Toyota Way* by Jeff Liker
- Read *The Toyota Product Development System: Integrating People, Process, and Technology* by James Morgan and Jeff Liker
- Listen to Lean Blog Podcasts: Toyota Culture - Part One | Part Two | Part Three

**Skill Building Experience Activities**
- Collaborate within your SBG on VPD
- Identify a business or product center in your SBG/U and discuss current state of NPI/VPD with a leader
- Use Voice of the Customer Data
- Develop relationships with functional team members to address needs defined by the voice of the customer
- Complete Green Belt training and certification

**Intermediate Skills**
- Read Sample case studies: *Accelerating Product Development* - ANSYS Advantage ; *Design Reuse Benchmark Study* - Aberdeen Group
- Read *Honeywell VPD Portal*
- Read: *Managing Complex Technical Projects: A Systems Engineering Approach;*
- Complete Coursework: *Leadership Essentials: Leading Innovation*

**Internet Resources:**
- Lean Enterprise Institute
- Lean Advanced Institute at MIT

**Global Technology & Engineering**

**Advanced Skills**
- EBSCO Executive Book Summaries
- Wharton Executive Education Video Briefs
- Use: Global Technology and Engineering to encourage growth, innovation and collaboration.

**Skill Building Experience Activities**
- Collaborate with other Functions/SBGs on VPD
- Support or drive one action item within your functional group to close a gap on an NPI/VPD assessment.
- Develop relationships with cross-functional team members
- Complete Design for Six Sigma training
- Complete Quality Function Deployment training

**Review and use information from**

- Cultural Navigator to drive innovation
- Lead cross-functional team
- Complete Lean Expert training
- Complete Black Belt training and certification
For more information,
Visit:  http://in.honeywell.com/WorkingAtHoneywell/Learning/Pages

Honeywell
Organizational Development & Learning (OD&L) CoE