



Honeywell Aerospace Develops Deep Self-Awareness in Its Future Senior Leaders

For the past eight years, a select group of high-potential leaders from across Honeywell Aerospace (one of the company's four strategic business groups) have been invited to participate in the company's Focus Development Program.

The program helps them prepare for future senior leadership roles by having them work closely with mentors to sharpen their management skills, better understand their strengths and weaknesses as leaders, and gain insights into their own behaviors and personality traits. All of this requires an extraordinary degree of self-awareness—a quality they develop in part through the use of assessment tools.

Not long ago, Honeywell decided to add a new assessment tool to its program. "We wanted to give participants the best possible chance to understand themselves and achieve success," explains Josh Savage, Director of Organization Effectiveness for Honeywell Aerospace.

Honeywell's choice for its new tool? Harrison Assessments.

— Creating a Comprehensive Profile —

"We liked the fact that the Harrison Assessment is trait-based," notes Savage. "That makes its findings more tangible than those of other assessment tools. Participants can see exactly how their behavior and personal style make them effective leaders or hold them back."

To give each participant a truly comprehensive profile, Honeywell uses several of Harrison's assessment tools including its Job Suitability Work Preference Analysis, Paradox Technology, and Engagement Assessment among others. Participants review their assessment findings with mentors in one-on-one meetings. During these reviews, mentors address participants' strengths, weaknesses and key personality traits, and they discuss how all of these qualities impact their performance as

The Organisation:

Honeywell Aerospace

The Challenge:

To give its high-potential leaders the greatest chance for success ... to help them understand themselves better ... and to retain these individuals more effectively.

The Solution:

Harrison Assessments' Smart Questionnaire, Job Suitability Work Preference Analysis, and Paradox Technology.

The Outcomes:

- Significantly increased the number of high-potential leaders ready for promotion.
- Leaders see how they measure against other executives in similar roles.
- Harrison revealed the specific traits that make leaders successful or hold them back.

leaders. In addition, mentors use the Harrison results to show participants how they compare to highly successful leaders in similar roles at other companies.

These in-depth discussions are then used to create action plans to address opportunities for improvement and further development.

Retaining Leaders Is Key

A key objective of Honeywell's Focus Development Program is to help control attrition among the company's high-potential leaders. Savage says the Harrison findings actually help achieve this objective in a number of ways. "The Harrison data tells us specifically what our high-potentials like about their work and the company itself," he states. "It shows us what motivates them, and that helps their direct managers shape career paths that better suit each person's goals and talents."

The data is so helpful, in fact, that Savage has used the Harrison tools outside of the Focus Development Program in several team-building sessions. "I use the tools to give people a clearer sense of how they relate to one another and how their behaviors factor into the overall success of their teams," he says.

For the Focus Development Program, Savage says that Honeywell measures its success by monitoring the percentage of high-potential leaders who are ready for promotion after completing the program and, ultimately, the number who are actually promoted. During the years that Honeywell has used the Harrison assessment tools, the number of leaders ready for promotion doubled.

"I'm sure that's due to a number of factors," Savage adds, "but the Harrison tools were definitely a help in preparing our leaders for the next step in their careers."

About Honeywell

Honeywell is a Fortune 100 software-industrial company that delivers industry specific solutions that include aerospace and automotive products and services; control technologies for buildings, homes, and industry; and performance materials globally. Honeywell's technologies help everything from aircraft, cars, homes and buildings, manufacturing plants, supply chains, and workers become more connected to make our world smarter, safer, and more sustainable. For more information on Honeywell, visit www.honeywell.com.

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