

## Honeywell Case Study

Honeywell lacked energizing, engaging, and easily understandable delivery in their Lean/Six Sigma Green Belt and Black Belt development programs to reduce costs and increase productivity. Honeywell employees finished their training with little retention and understanding of how to apply the content back on the job. Honeywell was failing to reach the lowest cost/highest productivity equilibrium, ultimately decreasing the company's potential revenue.

To enhance employees' understanding of Lean/Six Sigma's principles, The Bob Pike Group created a "Fundamentals" course and facilitated results-based design meetings to define learning objectives. After identifying the learning objectives, The Bob Pike Group created sequence, timing, and flow for the course based on the identified learning objectives. The Bob Pike Group created a leader guide and participant guides, conducted a pilot program and subsequently edited the program to address feedback. Lastly, the Black Belts learned Instructor-Led, Participant-Centered (ILPC) methods to deliver the new course.

After The Bob Pike Group's revisions and additions to the Lean/Six Sigma Green Belt and Black Belt programs, demand and participation grew tremendously. Employee motivation, engagement, and response improved as employees bought in to the new program. As a result Honeywell reached the equilibrium between the lowest costs and highest productivity, expanding their revenue exceedingly.