



The Engagement Journey at 3M

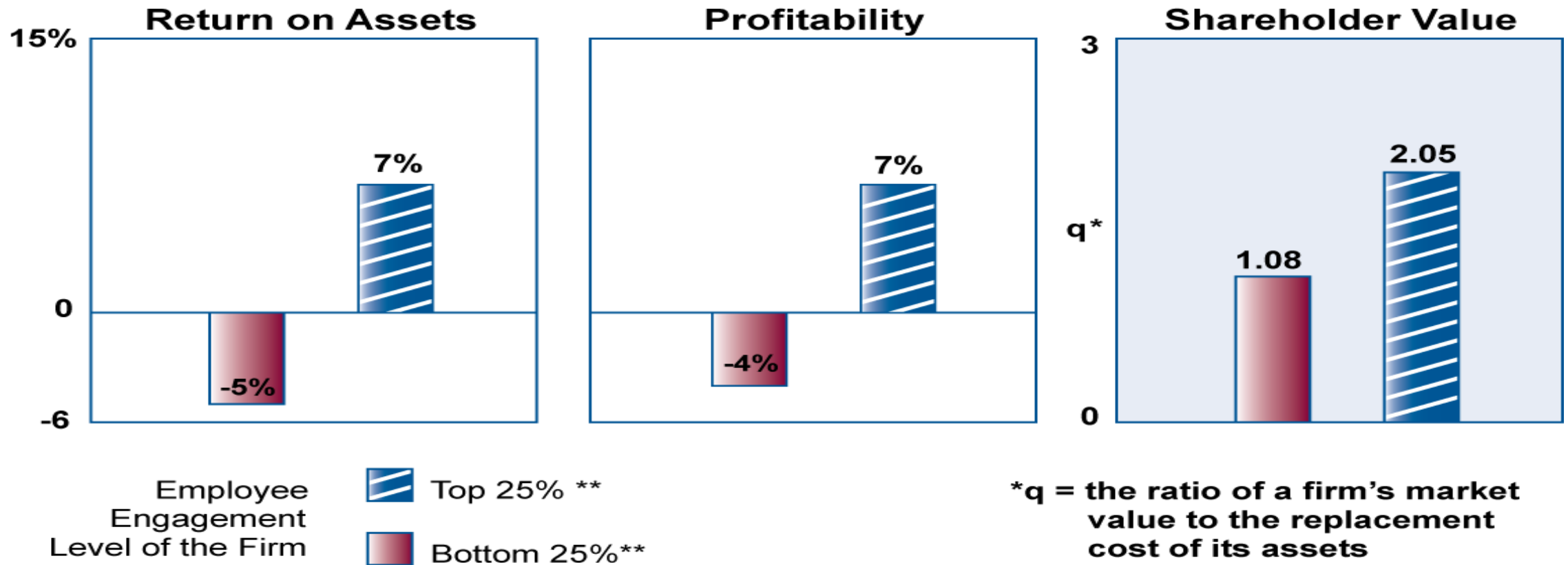
The State of Engagement
Center for Organizational
Effectiveness

Karen B. Paul, Ph.D.
May 3, 2017



We Knew Employee Engagement Was Key

True competitive advantage is indexed between MANY firms, not simply measured within ONE firm.



**based on 93 firms across diverse industries, and 65 firms for q

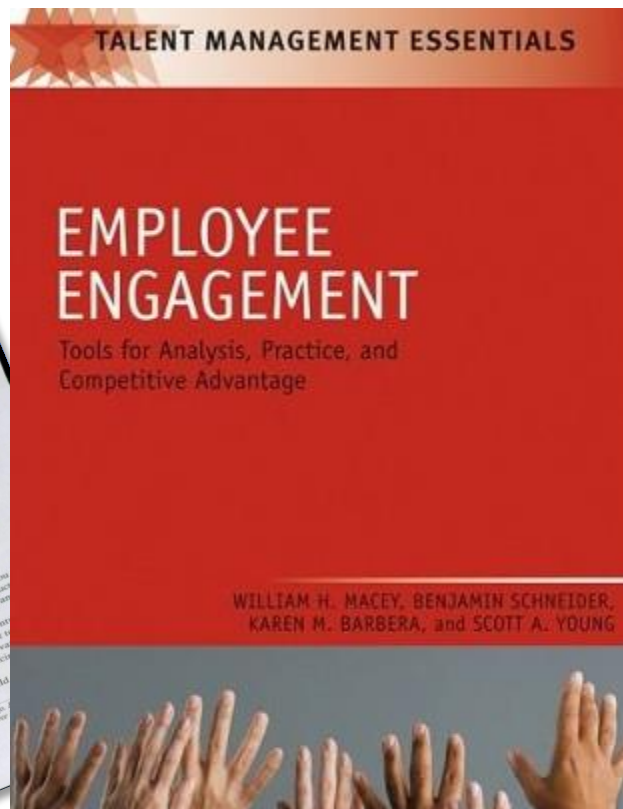
We found from our own research

Those 3M business labs that are more “engaged” have a more positive view of Innovation and 2 years later were more profitable

($r=.56$ Innovation and Engagement)



In 2006, we embarked on Engagement for Innovation



3M's definition

En-gage-ment (in gāj'd'měnt)

“an individual’s sense of purpose and focused energy, evident to others in the display of personal initiative, effort and persistence directed toward organizational goals.”

Implemented Worldwide Definition, Measurement & Embedded into the Company

Energizing teams for growth



Culture

- Inclusion
- Leadership Behaviors
- FlexAbility



Social Responsibility

- 3M Sustainability
- External Awards
- Community Involvement



Rewards and Recognition

- Competitive Comp and Benefits
- Pay for Performance
- Recognition programs



Career

- DevelopU and Dev. Month
- Career broadening (LSS, BT, etc)
- Leadership Development

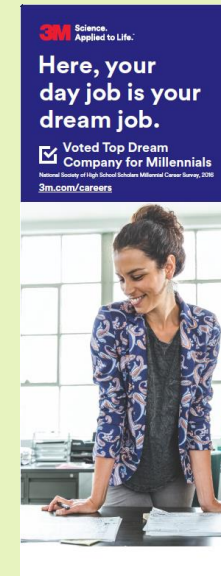
and activating brand ambassadors...



to grow employment brand...



To attract our future workforce



Modernizing of the culture of collaboration

- Career sites redesigned / geared to Millennial demographic
- Redesigning physical spaces
- Creating digital workplaces
- Use of Internal and External Social Media

Collaboration is essential for innovation.



Redesigned workspace to provide more collaboration opportunities



Transforming the employee experience through a new Global Digital Workplace

Find what you need quickly

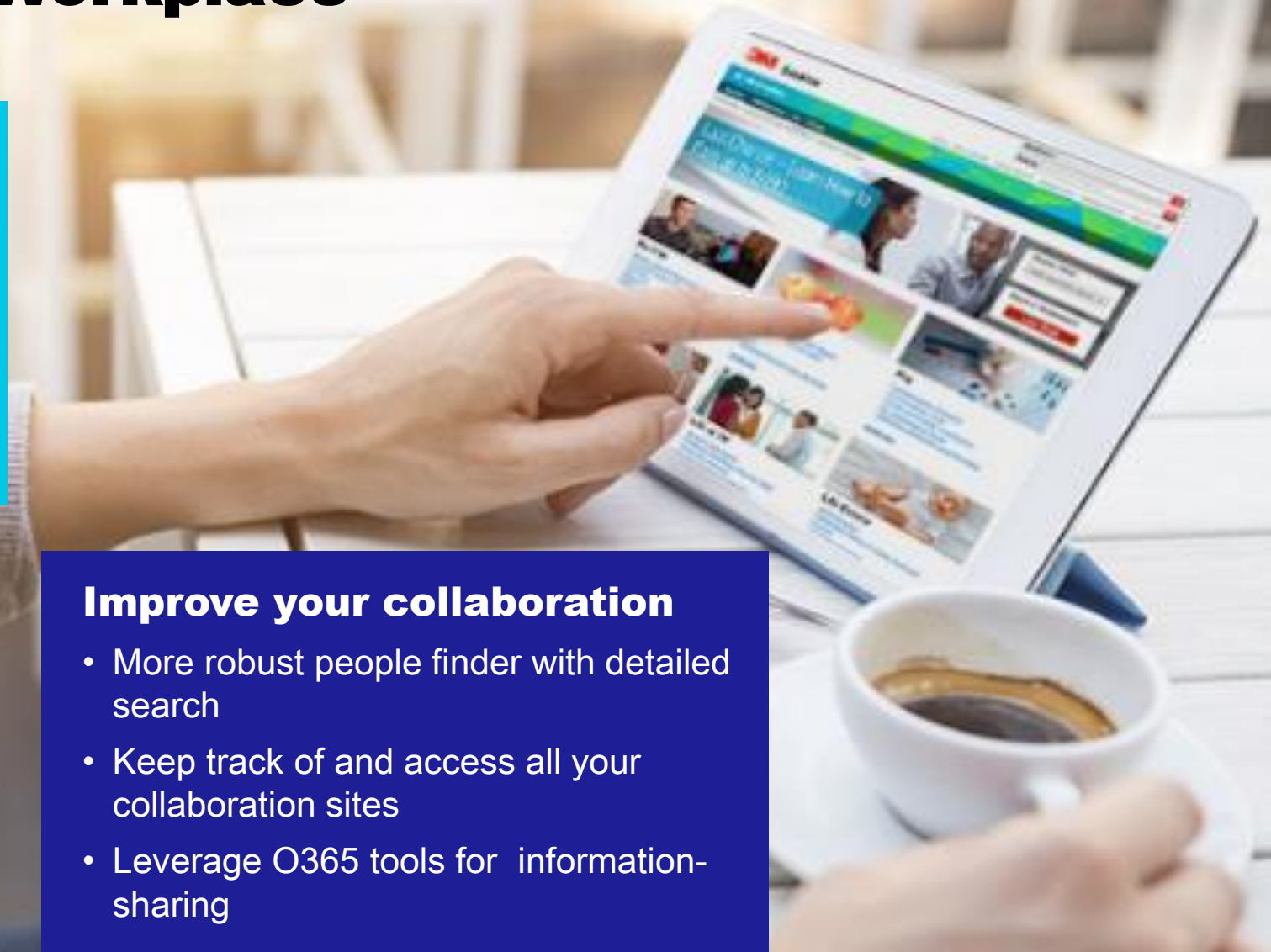
- More dependable search through consistent page development and tagging
- Intuitive and consistent navigation
- Integrated with O365, Salesforce, Workday & SAP

Be more productive

- Quick access to the tools and sites you need to do your work
- Responsive design for FlexAbility and mobile access
- Easy access to the employee resources and services you need

Improve your collaboration

- More robust people finder with detailed search
- Keep track of and access all your collaboration sites
- Leverage O365 tools for information-sharing



Emphasis on Healthy Living

Earn up to \$480

[Healthy Living Incentive Details](#) 



3M Healthy Living

[Help / Contact Us / Tools](#)

3M is about collaboration as well as innovation – especially when it comes to your health. You can work, play and be healthy at 3M – together with your coworkers and family.

Follow Us



Click the button below for direct access to your JourneyWell Account:

[My JourneyWell Account](#)



Physical & Emotional Health

[Knowing/Managing Your](#)



Family

[Adult/Elder Care](#)



Work

[3M Healthy Living Center](#)



Incentives & Discounts

[Fitness Discount](#)



Resources

[Employee Healthy Living](#)



Our “FlexAbility” Program

Allows our people to adjust their work schedule to balance work/life priorities

Expanded Parental Leave

Parental leave benefits now extend to 20 weeks for both biological and adoptive parents (max 28 weeks with short term disability)

Recruiting through employee contests



Invent
a New **Future**
Challenge

Compete with other bright minds around the world!

An unforgettable global opportunity.

Every day at 3M, we create new solutions and define what's next for the world. There is no ordinary thinking at 3M, and we want to reward the extraordinary thinking of college and graduate students around the world.

If selected for the first round of competition, you will have the opportunity to compete in an actual 3M case competition in your country in March or April. The top two finalists will be flown to the United States in July 2016 for the global case competition finals at 3M's World Headquarters. The final winners will have bragging rights, lunch with 3M leaders and a six-month mentorship with a 3M senior leader, and all participants will gain an unforgettable experience!





Our Next Chapter?

- Redesign Work
- Facilitate Recovery
- Expanding the Ecosystem to engaging freelancers and contingent
- Engaging the Future Workforce