

Karen B. Paul, Ph.D.

From Blurring Boundaries to Boundaryless

LEADING THE EVOLVING ORGANIZATION

2017 ANNUAL CONFERENCE

TURNBERRY ISLE MIAMI + AVENTURA, FL

SIRM EXECUTIVE NETWORK
HR PEOPLE + STRATEGY

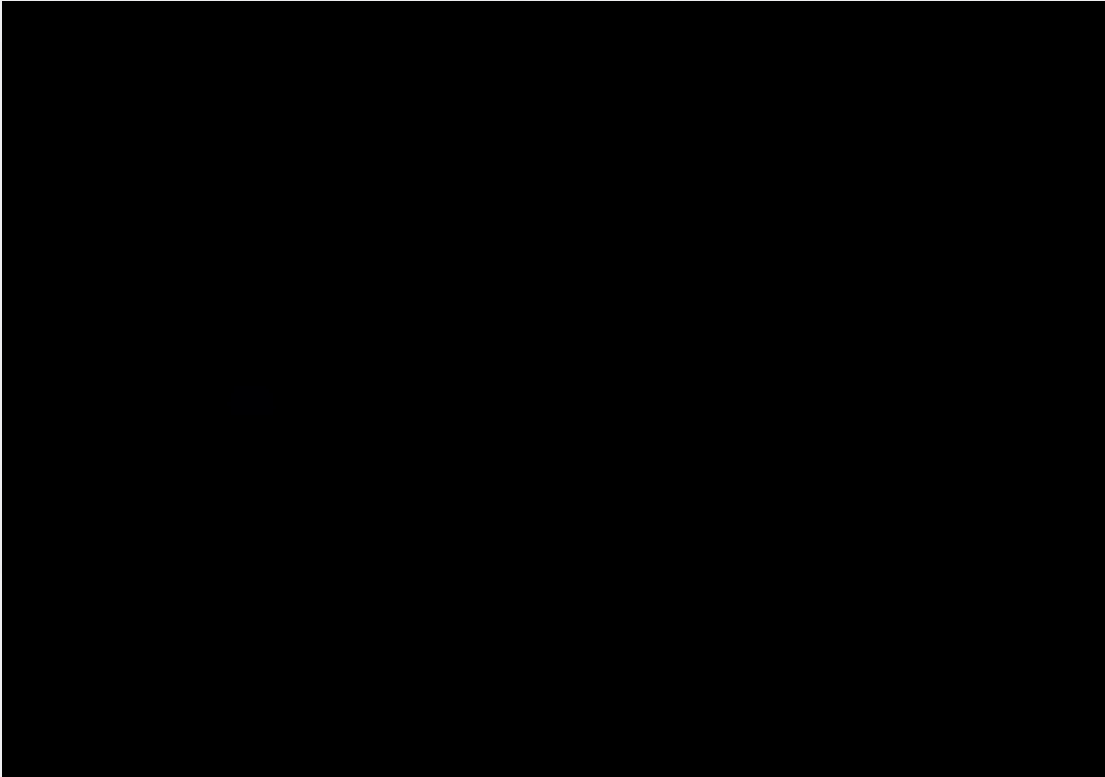
Agenda

**Little on the Culture for
Context**

**Blurring Boundaries
Toward Boundary-less**

**Change and
Over-coming Barriers**





Commercial
from the 60s:
**People Still
Matter Here**



**When you think 3M –
*What pops into your head?***

The 3M you may not know...



EDISON AWARDS[®]



An aerial photograph of a city, likely Seattle, showing a large harbor filled with boats on the left, a dense urban center with many skyscrapers on the right, and a large green park area in the middle. The city is surrounded by hills and a blue sky.

**The way we
impact the world.**

90,000
Employees

70
Countries

We apply science to solve tough challenges



Automotive



Commercial Solutions



Communications



Consumer



Design + Construction



Electronics



Energy



Health Care



Manufacturing



Mining, Oil & Gas



Safety



Transportation



100,000+
Patents

10 Ft.
The farthest distance you
are from 3M technology at
nearly every moment.





A Culture of Innovation



LEADERSHIP BEHAVIOR: INNOVATE

TIME TO THINK

15%

is nearly 10 minutes
of every hour or
almost 40 days a
year.



The McKnight Principles



“ As our **business grows**
It becomes increasingly necessary to
delegate responsibility

and to

encourage men and

women

to exercise their initiative.

This requires

considerable tolerance.

Those men and women are

going to want to **do their
jobs**

in their own way.”

- William McKnight, 1948

The McKnight Principles

“ **Mistakes will be made.** But if a person is essentially right, the mistakes he or she makes are not as serious in the long run as the **mistakes management will make** if it undertakes to tell those in authority exactly how they must do their jobs.

Management that is **destructively critical** when mistakes are made kills initiative.

And it is essential that we have **many people with initiative** if we are to **continue to grow.**”

- William McKnight, 1948



Technical Forum: Innovation through Action

- Started in 1951 with 17 employees, today > 10,000
- Grass roots, global organization
- 30+ Special interest chapters
- Opportunities to help solve problems
- Programs, major events, recognition

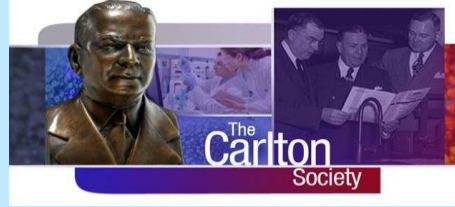
Through **networking** and **communication**, the **3M Tech Forum** fosters an **environment** of **creativity** and **cooperation** that leads to **innovation** and **growth**.



Recognizing Innovation and Collaboration

The Carlton Society

- *The Nobel Prize for 3M Scientists*
- *Founded in 1963*
- *173 members*



Richard Carlton
3M's 5th President
1st Employee with a Degree

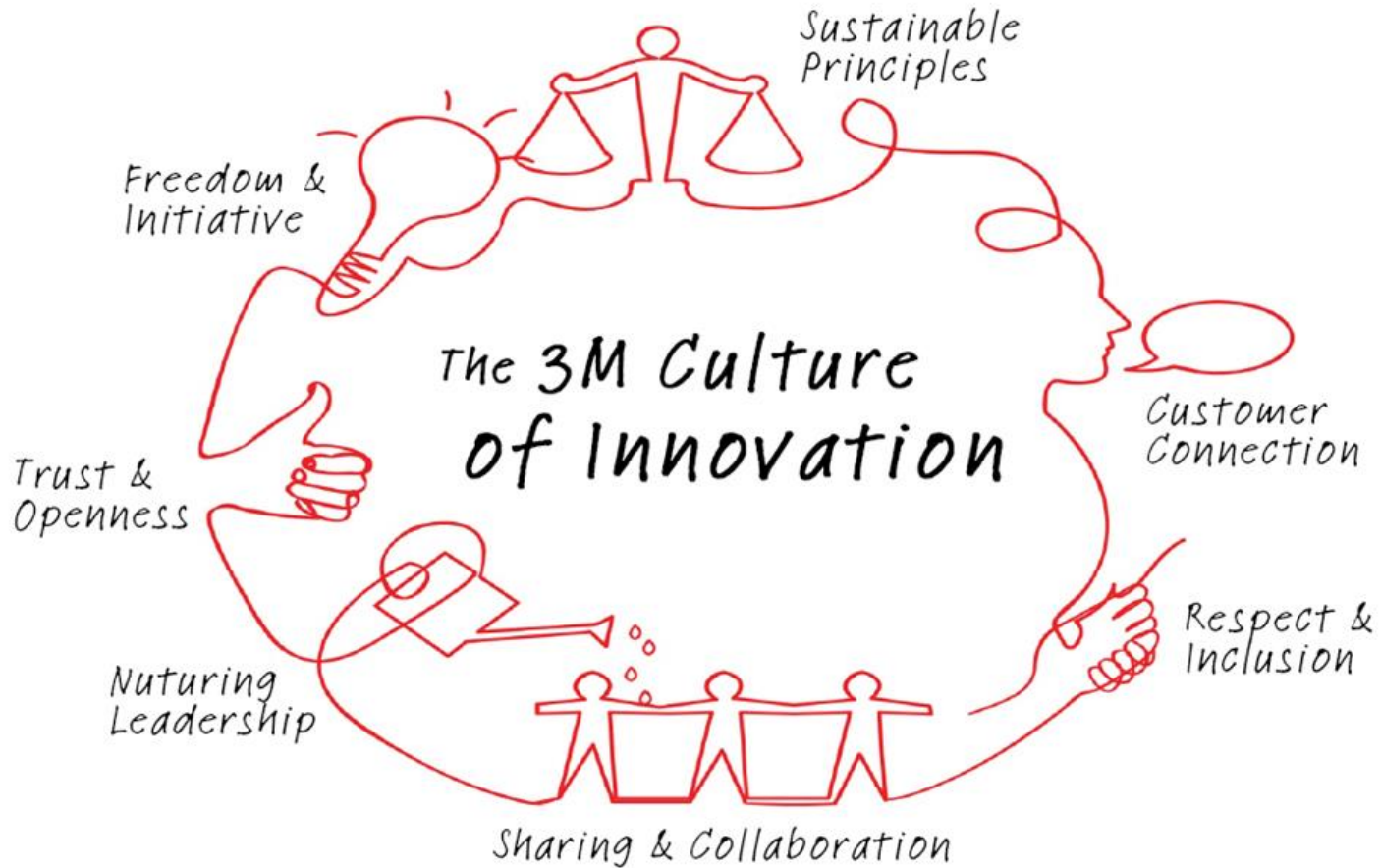


Golden Step Award

- *Recognizes innovative and collaborative work of strong cross-functional teams that create significant new, profitable growth for the company*
- *New services, markets, or business models*

Peer-Driven Awards for Technical, Marketing, Engineering, Sustainability





Blurring Boundaries



Working without Boundaries before it was Cool

Dr. Joseph T. Ling

- Considered to be the Father of Pollution Prevention
- Advisor to:
 - 3 sitting US Presidents
 - United Nations
 - Environmental Protection Agency
- All while being a 3Mer

*Environmental issues are emotional
Environmental decisions are political
Environmental solutions are technical
Dr. Joe Ling, 3M*



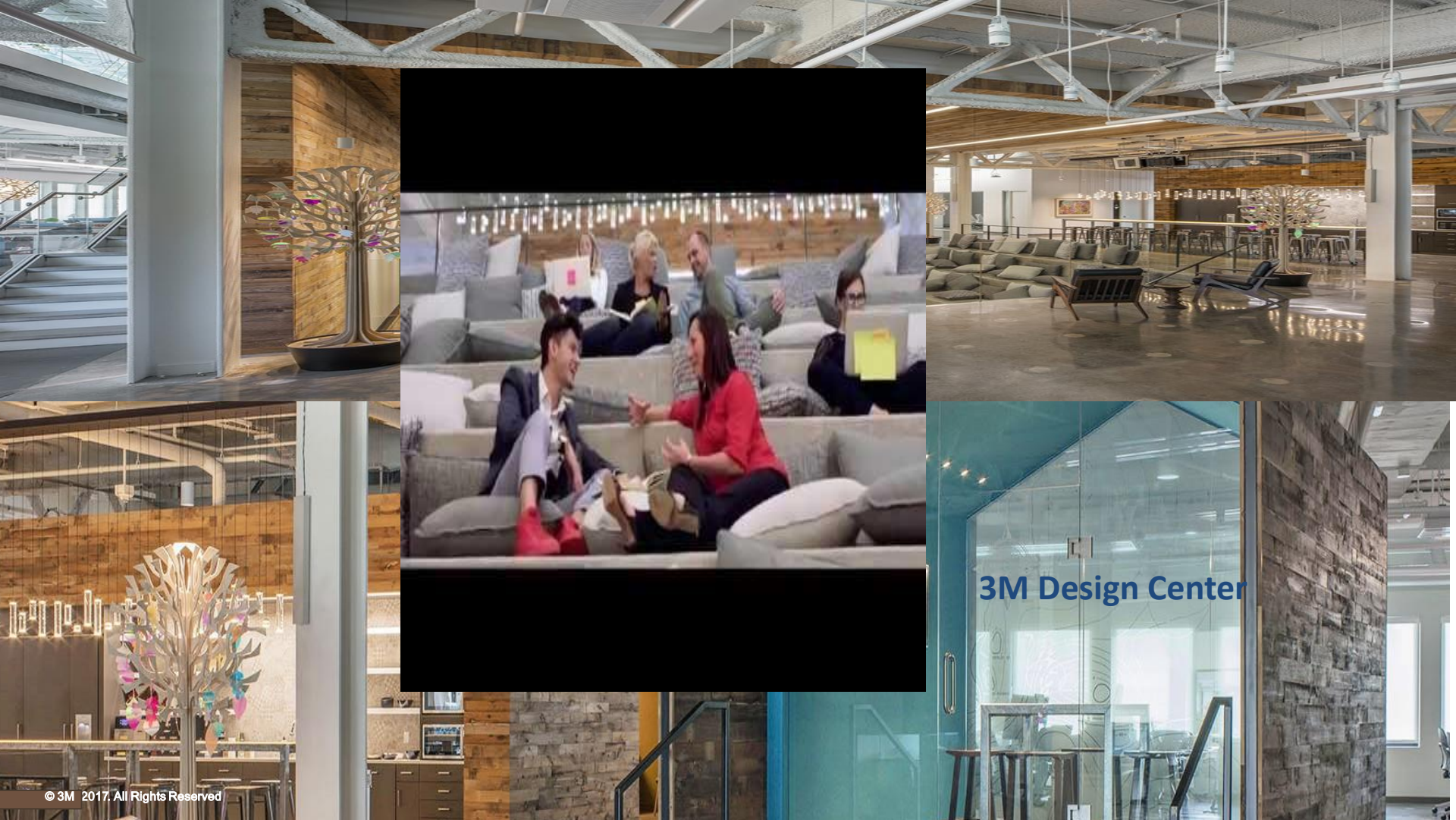
OPEN WORKSPACES AND COLLABORATION HUBS



\$150 million new R&D lab



Opportunities
to Work



3M Design Center

Spaces
designed for
bringing the
outside in...
for
collaborating



3M Innovation Center
St Paul

In how we are developing our people...





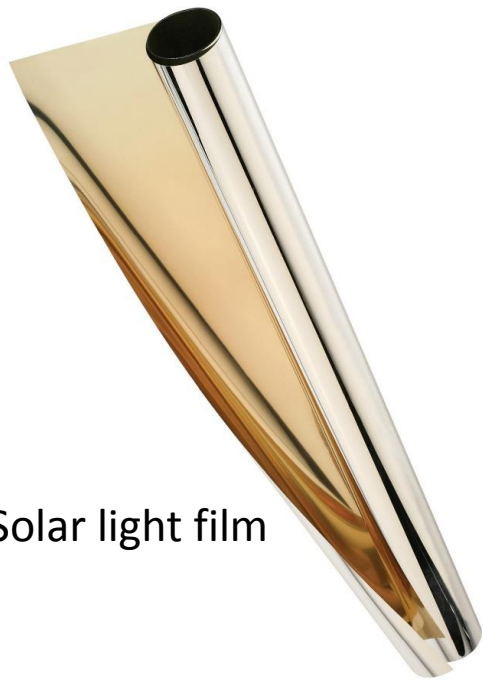
“Dream Companies”
for Millennials
3M Ranks 1st (2016)

In how we
inspiring
our next
generation of
scientists...





In how we innovate...



Solar light film



In how we make products ...



85% of CEOs report making changes to: “How we partner and who we partner with”

34% report making significant changes in this area

pwc (2016)

19th Annual Global CEO Survey



LEADERSHIP BEHAVIOR: PLAY TO WIN

Toward Boundaryless Innovation





The Evolution of Work:

Three Ways HR at 3M Is Leading the Way

An i4cp Case Study



i4cp INSTITUTE FOR
CORPORATE PRODUCTIVITY
Peers. Research. Tools. Data.

- Choosing when to draw on employees vs. non-traditional talent sources (contract, freelance, etc..)
- Redefining talent management processes
- Understanding implications of change for HR



“The more receptive and inviting we become to various labor situations, the more attractive we also become to the new workforce.”

Marlene McGrath

Senior Vice President of Human Resources

Enabling an ecosystem of
entrepreneurs to develop
new digital concepts for
3M



Funding Learning Platform in Silicon Valley

Artificial Intelligence

Ecosystem of Partners
to solve BIG problems





3M Definition:

A novel solution to a business and societal problem that is more effective, efficient, sustainable or just, than current solutions

Innovation is...

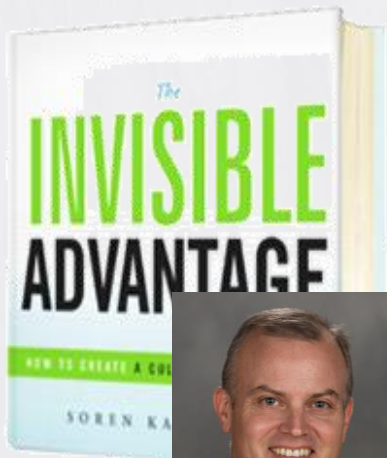
Not an accident...

It is the product of a complex set of principles and practices which support and encourage the coupling of technology and creativity to satisfy customer needs.

Accomplished by people...

- Leaders who give permission and encouragement
- Employees who work with determination and imagination
- Customers who provide input and feedback to the process

Want to Know More About Innovation?



Soren Kaplan

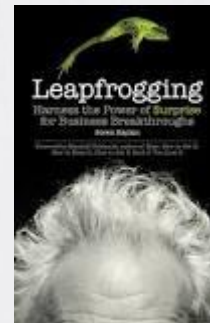
- Read Leapfrogging by Soren Kaplan
- Attend

Demystifying Innovation*:

How to Create a Culture of Innovation that Drives Business Growth

May 23 – 24, 2017

<http://ceo.usc.edu>



1. Learn how to assess innovation culture barriers and enablers
2. Gain insight into the levers that drive innovation culture
3. Obtain practical tools for transforming your organization's own culture

* Hosted by 3M. 3M receives no proceeds for this workshop or book.



“Do not underestimate
the transformative
power of truly modern
markets.”

Wingham Rowan

