

Learning Center – Key Message Guide

The purpose of this Guide is to enable Learning Center communicators to achieve their communication objectives by delivery of consistent messaging, linking to 3M and LC business goals and strategies. The following messages are to be used as a guide for development of communications by integrating as appropriate in all of the LC organization communications. Note, these are high level messages; specific audience messages requiring specific behaviors may need to be developed to drive specific communication outcomes. Contact **XXXXXXX** at **xxx-xxxx** for assistance with all LC communications.

3M Company

Vision: To be the most innovative enterprise and the preferred supplier.

Year 2001 Corporate Initiatives: Sourcing (leveraging our size), Six Sigma as a process improvement methodology, e-Productivity, innovation and faster commercialization of new products and technology, reduction of indirect costs.

Corporate Key Messages related to learning and development of its employees:

- 3M is a great place to work
 - We value human diversity and encourage individual initiative.
 - Employees operate in an environment of learning and stimulation from other competent and professional people.
- 3M is a strong worldwide company and will continue to be.
 - We invest heavily in the development of 3M people.
- 3M is good for investors.
 - We remain committed to providing investors with an attractive return through sustained, high-quality growth.

Learning Center

Learning Center Vision: Maximize the contributions of organizations and people to achieve global business excellence.

Learning Center Four Business Strategies:

- Align resources with corporate business initiatives and efforts.
- Enhance the attraction/retention/contribution of employees through a focus on individual development and self-managed careers.
- Drive leadership development as a competitive advantage which contributes to 3M's market success and organizational vitality.
- Accelerate integrated learning and delivery through technology for increased productivity.

Learning Center Mission: Significantly contribute to business, organizational, and leadership performance by developing 3M employees and organizations to rapidly learn, transfer learning and apply best practices.

Learning Center Promise: 3M Learning Center accelerates business and personal growth by supporting flexible, impactful and integrated learning.

Key Messages to Align Learning Center Communications to Corporate Strategy

- Continuous learning is a competitive advantage for 3M and is necessary to sustain our worldwide success.
- Continuous learning, aligned with divisions' needs, strategies, and initiatives, provides a competitive advantage for the organization which leads to business growth.
- Learning that includes 3M leaders teaching leaders as part of a planned learning curriculum encourages alignment of messages and appropriate employee development at all levels.
- Learning that includes the sharing of best practices and processes enables optimum productivity and customer focus as we compete in the global marketplace.
- Continuous learning is an expected and supported partnership between 3M and its employees, leading to personal and professional growth for employees more effective business operations and accelerating business growth for the company
- Continuous learning is a key factor of 3M's culture in attracting new employees and in retaining and developing 3M talent.

Individual Learning Services

Who we are: Developmental resources that provide all employees the opportunity to be the best contributor to business and organizational needs regardless of function/level/position within 3M.

Vision: 3M realizes a competitive advantage through continuous investment in the personal and professional development of every individual.

Mission: To develop individuals' competencies necessary to accelerate 3M growth.

Business Strategies:

Aligned Messages for Individual Learning Services:

- Individual development of 3M employees is a corporate investment.
- Continuous learning leads to personal and professional development for every individual.
- Individual learning begins with self-knowledge.
- Individual learning involves engaging the whole person, respecting individual skills, abilities, and passions.
- Individual learning is linked to 3M's EC&DP Global Competencies and is appropriate for all functional areas.
- Individual learning begins with a person's first exposures to 3M, often prior to date of hire.
- Continuous learning opportunities are a key factor in attracting new employees and retaining and developing existing employees.

New Employee Orientation

Who we are:

Vision: Develop a foundation upon which new employees can build successful, satisfying long-term careers with 3M.

Mission: Encourage employees to formulate a vision of how they will contribute to 3M's success while developing strong working relations.

Business Strategy:

- Develop and implement resources in support of an 18-month continuum. Redesign "day one" experience. Redesign NEO Workshop. Create Supervisory Guide. Design and deliver Core Skills Learning.
- Promote business case to obtain "buy-in" of an NEO continuum.

Aligned Messages for NEO

- Individual learning begins with a person's first exposure to 3M, often prior to date of hire.
- Continuous learning opportunities are a key factor in attracting new employees and retaining and developing talent for 3M.

Mentoring Program

Who we are:

Vision: A powerful process of learning and self-discovery resulting from mutually rewarding mentoring partnerships.

Mission: To enhance 3M's most valuable asset, its employees, at an accelerated pace.

Definition: Mentoring is a relationship in which a more experienced employee (mentor) acts as a coach and counselor to support the personal and professional development of a less experienced employee (mentee) outside the normal reporting relationship. Mentoring is not sponsorship. The mentor is not responsible for the mentee's career progression.

Aligned Messages for Mentoring Program

- Mentoring will develop talent and shorten the learning curve, resulting in increased productivity, employee satisfaction and contribution to our retention goals.
- Mentoring will help attract top graduates and retain diverse talent.
- Mentoring is a part of leadership development for more experienced employees.
- Mentoring ensures corporate knowledge is transferred and retained.

Career Development (Source: Career Pathways Documentation)

Who we are:

Vision:

Mission:

Business Strategies:

- Develop people and competencies to drive 3M's long-term growth and success.
- Develop employee self-managed career programs and processes.
- Strengthen career management capabilities of all 3M employees.

These strategies result in:

- Enhanced ability to attract and retain our best talent;
- Increased energy and productivity of employees in alignment with 3M business goals;
- Increased competitive and innovative capabilities;
- Increased flexibility, agility and decision-making speed of employees and company in an ever-changing business environment.

Aligned Messages for Career Development

- The employee has primary responsibility for his/her own career development. The company is responsible for providing the employees with tools and information to successfully support a self-managed career.
- This partnership results in enhanced employability and contribution by linking employee skills and passion with organization needs.
- The employee's skills and interests must be linked with the company's current and future needs, keeping in mind the continually changing nature of work and organizational structures.
- An employee's career management efforts should be an ongoing process that requires conscious planning. This process must be aligned with other corporate development processes, i.e. Employee Contribution and Development Process (EC&DP). Supervisors are responsible for coaching employees in this process.

Career Pathways-Specific Aligned Messages – continued from Career Devel. section above

Career Pathways will enable employees to:

- Personalize their development and career planning process to leverage their unique goals, talents and past work on their careers;
- Increase their job satisfaction, energy, productivity, creativity through alignment and fit;
- Enhance performance and assist in coaching direct reports and others on development and career issues;
- Make their careers successful and more rewarding for themselves and 3M.
- Take ownership of their career by using this resource and therefore feeling more empowered.

Diversity Learning

Who we are:

Mission:

Vision:

Business Strategies:

Aligned Messages for Diversity Learning

- Maximizing Human Capital is a business imperative to win in the global marketplace in the 21st century and beyond.
- Maximizing Human Capital is about performance leadership which begins at the top of the organization and fully-engaged individual contributors throughout the organization.
- To be successful , 3M must maximize its human capital by creating a more inclusive work environment which engages all 3M employees. This work place would ensure that each employee is encouraged and expected to contribute at the highest possible level.
- Realizing that a business climate is created by both corporate policy and personal actions, each individual employee must recognize and embrace personal responsibility within their own circle of influence to build and foster this spirit of inclusion and community.

Leadership Development

Who we are:

Vision: Leadership development is a competitive advantage which drives 3M's market success and organizational vitality.

Mission: To develop leaders capable of orchestrating **SUSTAINABLE BUSINESS GROWTH** successful businesses with passion for performance and people.

Business Strategy: To accelerate the development of leaders who will drive accelerated **AND SUSTAINABLE** business growth

Aligned Messages for Leadership Development (new as of 7/2/01)

- Leadership development supports 3M's growth strategy
- Leadership development creates an environment where innovation and commercialization thrive
- Leadership development **ENHANCES EMPLOYEE RELATIONSHIPS AND PRODUCTIVITY** addresses employee feedback
- Leadership development promotes 3M's commitment to providing continued education and training for all employees

(Messages listed before 7/2/01)

- Leaders align **HELP PEOPLE ALIGN THEIR** people's personal potential with business priorities to maximize contributions.
- Leaders **CAN ENHANCE** create an environment that allows employees to be innovative and successful.
- Leaders play a critical role in professional growth and development of employees.
- Current leaders teaching future leaders is part of **3M'S primary planned learning strategy curriculum.**
- Leaders **leverage the transfer and application of** knowledge through a variety of means including stories, action learning, and best practice transfer.
- Leaders create and implement effective business strategies and **motivate ? we are back to the age old question; "Does anyone ever really motivate another person or does the person motivate themselves?"** employees to deliver successful results against those strategies.
- Leaders play a key role in attracting and retaining the most talented employees.
- Leaders identify and share best practices and teach them to future leaders. **This seems like a duplication to me**
- 3M ~~provides~~ **invests in creating** a culture of leadership excellence that builds and challenges leaders at all levels.
- Leadership development is **an important factor in** to creating **organizational** bench strength for **prepared to meet** both today's and tomorrow's business needs.

02/12/09

- 3M provides accelerated development of future leaders with both formal classroom and action learning tools. **This one seems very weak to me ... is it needed**
- 3M ~~has~~ **supports** one global approach and model for leadership development.

Function-Specific Learning

Who we are:

Vision: Functional communities and high performance business teams that think of their customers, clients and industries first and their functional roles second. Business team members who are highly competent in their functional areas.

Mission: To align the learning within each functional community with business strategies and priorities and with core business processes.

Definition: Development of organizational and individual functional competence needed to contribute maximally to 3M's quality growth.

Aligned Messages for Function-Specific Learning

Function-Specific Learning serves the professional learning needs of the following functional communities: sales, marketing, research and development, manufacturing, supply chain, and engineering.

- Function Specific Learning aligns with and contributes to our four core business processes: setting strategic direction, commercializing new products, earning customer loyalty, and supplying products and services.
- Function Specific Learning improves functional competence for maximum contribution to the five corporate initiatives – sourcing, Six Sigma, Eproductivity, accelerated commercialization, reduced indirect costs.
- Function Specific Learning improves functional competence with a focus on customer needs.
- Function Specific Learning aligns improved functional competence with divisions' specific business needs.

Business Acumen Learning

Who we are:

Vision: Where organizational work unit leaders and members learn and apply high-impact business processes resulting in significant growth in shareholder value.

Mission: To develop individual and organizational business acumen linked to high-impact customer driven business processes resulting in significant economic profit and cash flow growth.

Aligned Messages for Business Acumen Learning

Business Acumen Learning offers professional, state of the art, 3M specific learning in the following competency areas: general business, strategic thinking, operational execution, financial, project management and teamwork, and eBusiness.

- 3M leaders are knowledgeable of global economic and industry trends.
- Leaders make sound business decisions based on accurately analyzing financial and market data.
- Leaders evaluate and effectively leverage multiple business models.
- Leaders strive to influence market, industry, and regulatory conditions.
- Leaders analyze business conditions and make appropriate opportunity/risk decisions.

Infrastructure Group – Technology Area

Who we are:

Vision: The Learning Center Infrastructure Technology Team will be 3M's center of excellence and first choice for the transmission and remote delivery of learning. We will provide appropriate technologies to deliver learning services and communications to 3M employees, customers and stakeholders worldwide. We will provide consultation and direction, leveraging services and expertise inside and outside of 3M to meet 3M business and employee growth needs.

Mission: To develop effective technology solutions that provide effective learning solutions. We are 3M's internal knowledge network to link the right people with the right resources at the right time.

Aligned Messages for Infrastructure Group – Tech Area

Technology will be the bridge between subject matter experts, their ideas and key learnings, and the 3M client audience that needs learning connections.

- Technology will help build and provide the tools for delivering and capturing 3M expertise for the 3M knowledge warehouse resulting in easily accessible client focused systems.
- Technology will connect people with the learning they need.
- Infrastructure group will develop technology solutions that provide effective learning solutions.

Infrastructure Group – General Services

Who we are:

Mission: To provide learning related services in technology, coordination, and design to align 3M's learning with business growth.

Vision:

Business Strategy:

Aligned Messages for Infrastructure Group – General Services

- Infrastructure group is 3M's internal network to link the right people with the right resources at the right time.
- Infrastructure group provides services for learning events including contracting for learning providers, registration for classes, and tracking course or class completions in a corporately supported database.
- Infrastructure group conducts research and provides a laboratory for experimentation with the use of technology to enable learning.
- Infrastructure group provides the following learning related services: learning events coordination, on-line demand learning, 3M TV, learning design, and the 3M Education Catalog.