



Manufacturers Alliance
Sharing Education & Resources Peer to Peer

EDUCATIONAL SEMINAR

Developing a Problem Solving Culture

*Practical perspectives on how individuals at all levels can
solve problems.*

3M

Doug Meyer, Operational
Technology Specialist



Health Care



Safety & Graphics



Industrial



Electronics & Energy



Consumer

In your work,
in your home,
in your life
3M Science is
everywhere.

Science is just
science until you
make it
do something,
change something,
improve something.



Science is in
our DNA.
We are a company
of curious minds
and problem
solvers working
together to meet
the needs of our
customers and the
world around us.
We embrace the
creativity and risk
taking required to
make progress.



3M Science. Applied to Life.™

200	Approximate number of countries with sales	
\$30B	Total sales	
5	Business Groups •Electronic & Energy •Consumer •Health Care •Industrial •Safety & Graphics	
90,000	3Mers globally	
109,000	Patents	
100	Straight years of dividends	
1 of 30	Companies on the Dow Jones Industrial Index	



Our Vision

3M Technology Advancing Every Company
3M Products Enhancing Every Home
3M Innovation Improving Every Life





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3M

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On-Boarding Selection Process for Good Problem- Solvers

Classified
squared.com
Employment Search

[Return to previous screen](#)

If you are interested in applying for this position, please complete an Internal Application Form and send it to the person shown at the bottom of this page.
Please [click here to display the Internal Application Form](#) which you can print.

All postings are posted for seven working days. Please note the expiration date and make sure your application is received on or before that date.

Is this an Internal or Public Posting? **Intranet**
 This is an exempt position. This is a fulltime position.

Job Information

Date of Posting:	09/01/99	Requisition #:	99-Sept 1-Lex
Expiration:	09/08/99	JCC Code:	3039
Descriptive Title:	Manager, Manufacturing (Fab)	Location: code--name	name is authoritative 015 -- Lexington
Function:	Operations	Reports to Title:	Plant Manager
Relocation:	Level 3		

Description: Manufacturing Manager-Fabrication is accountable for managing fabrication & tooling operations. **Leads and coordinates the implementation of major problems which support manufacturing strategies.** Provides technical support/advice to staff engineers. Promotes/implements ergonomic principles, environmental responsibility and overall employee health & wellness. Leads quality efforts to attain internal certification goals. ISO

Customer Service Problem

Subject: RE: EXPEDITE, ship ASAP by CCX

Called BAX, talked to Julie again. They can not find. She suggested filling a clam. The last time I had all the paper work filled out and they found it. Maybe that will work again. what we have to do to get the freight in something is wrong. I need all the information from the vendor again.

TKS



Manage Problem Solving Attitude

SP13	1P	Record lead time		Do we want these?
SP14	1P	Outrage (%)	T cech	S/managers/outrate/outrate.mdb



Use Lean Manufacturing: Reverse Psychology



Sjuts/US/Schneider@Americas
cc:
Subject: 2P build eff's
All three shifts looked much better starting off the month. Keep up the good work. **Must drive out productivity.**
Lori

Or Try Physical Therapy

I was impressed and pleased to hear of the upcoming projects to involve our order & supply with 3M Healthcare which **I already passed the message to my Head Management** [Mr Jimmy E.T Lim] who is also happy and welcomes the idea.

Developing a Problem Solving Culture

Lessons Learned:

1. A Union Environment is Awesome
2. Build a Strengths-Based Culture
3. Flavor of the Month is distasteful
4. Know Who Owns It
5. Character and Competence



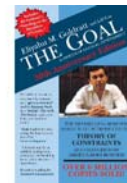
Doug Meyer

is the Operational Technology Specialist for 3M's Film Manufacturing Division. During his 30-year career, he has worked in Manufacturing Engineering, Plant Operations Management, Cost Engineering, Lean Six Sigma, Purchasing and Supply Chain.

Developing a Problem Solving Culture Example #1

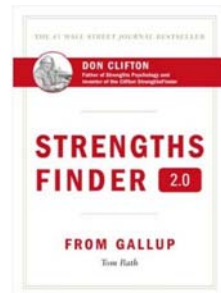
Have Employees Read a Book on Company time

**Household Circuit Breaker Manufacturing
Union Environment
Had Difficult employees
3 Bucks, 3 bucks, 3 bucks ...**



Developing a Problem Solving Culture Example #2

Build a Strengths-based Culture



Developing a Problem Solving Culture Example #3

No More Flavor of the Month

Introduction to 3M Science of Change

At 3M, we believe that change management is a business process that results in our ability to make transitions that achieve the desired end state while being on time and within budget.

This is accomplished by following the 3M Science of Change, which is an iterative change management process that is focused on driving new mindsets and new behaviors. The 3M Science of Change consists of the key steps shown here, as well as ongoing efforts to prepare for, communicate and measure change. Each step includes important conversations that bring the change process to life, and there are links on this site to conversation guides and tools that can be used to facilitate each step.

The numbers below indicate the relative order in which you should complete each step. However, since change management is an iterative process, you may discover the need to revisit a specific step during the change initiative depending on the measurement results and feedback you receive. For example, during the Sustain and Anticipate step, you may discover that there are new behaviors that have not yet been adopted. In this case, you should revisit the Coach, Train and Develop step.

By clicking on the corresponding icons below, you can also learn about activities related to Readiness, Communication and Measurement that should take place throughout the duration of the change initiative.



Resources

- [Tour around the Change Wheel Video](#)
- [Building a Change Strategy Video](#)
- [Creating a Change Plan Video](#)
- [3M Science of Change Model](#)

Respect for Every Individual



Learn about each step

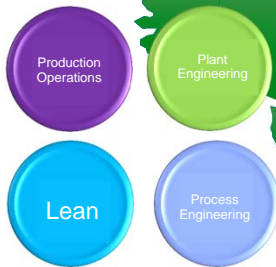


Lean vs. ISO:
Friends, not Foes

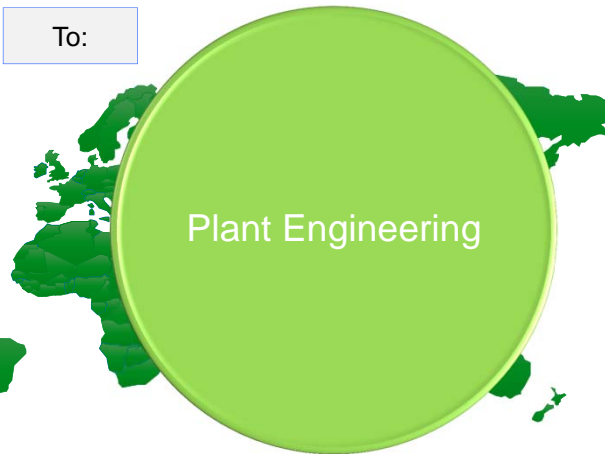
Developing a Problem Solving Culture Example #4

Establish Clear Ownership

From:



To:



When everyone owns it, _____ owns it





Thank you for joining us!