

ALIGNING YOUR MISSION STRATEGY & SCORECARD

BROUGHT TO YOU BY:



Manufacturers Alliance
Providing Training & Education Peer to Peer

GUEST SPEAKER



Michael Muilenburg, Director of
Operational Technology & Strategy
3M

- ✓ Mission that aligns
- ✓ Metrics that matter
- ✓ Motivation to action

ALIGNING YOUR MISSION STRATEGY & SCORECARD

Michael Muilenburg





Improving lives

Sales Worldwide 2020	\$32.2B
International	\$18.3B
R&D and Related Investments 2020	\$1.9B
Last four years	\$7.5B
Capital Investments 2020	\$1.5B
Last four years	\$6.2B
Employees Worldwide	94,987
United States	39,838
International	55,149



*synchronize your mission, strategy, and scorecard
so people feel connected to their work,
and we achieve our business goals*

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The Three Ms:

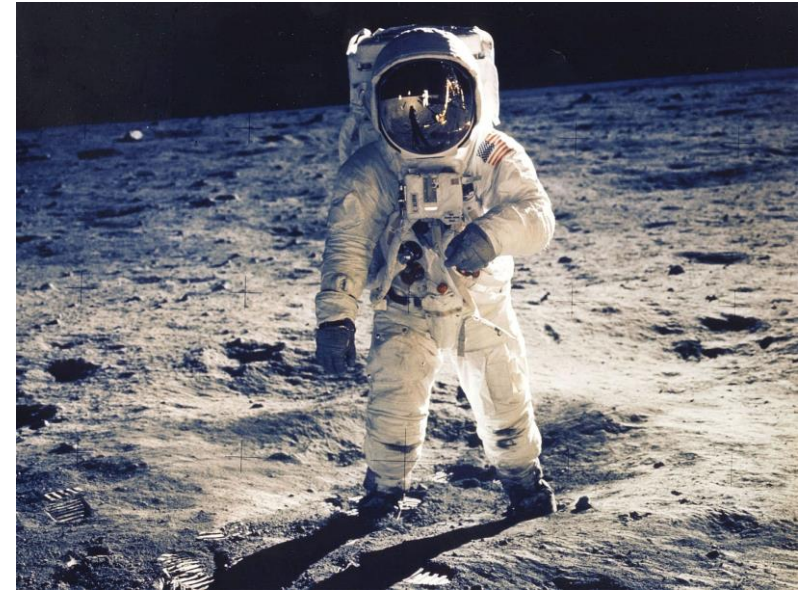
- **M**ission (that aligns)
- **M**etrics (that matter)
- **M**otivation (to action)

What is your **M**ission?

why an organization exists and what its overall goal is

Does it INFORM?

Does it INSPIRE?



Mission/Vision that Aligns Your Team

My Vision

"I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth."

John F. Kennedy
May 25, 1961



Our Vision

"We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one we intend to win...."

John F. Kennedy
September 12, 1962



Mission Vision Values

1. Invest time in developing your mission. A company's mission states its purpose, and therefore it needs to stand the test of time. ...
2. Narrow your vision. ...
3. Communicate your values. ...
4. Align employees with your mission. ...
5. Keep your mission, values, and vision focused and apply them as a lens as you move forward.



What do you Measure? - **M**etrics

- Metrics help a business determine whether its goals are being achieved, but only if they have been carefully chosen to represent **progress** towards central objectives.
- Teams can communicate more effectively and **collaborate** on ideas and processes.
- Begin at the top (company-wide level) and work your way down, repeating this step until every team member has clear metrics and goals, they are **responsible** for achieving.



Metrics that Matter



Empowered teams –

Decisions that come from instinct alone don't empower a growing team, but access to a truly useful single source of truth does.



Faster decision making –

Give your teams the tools to fact-find, report, track performance, and ultimately lead them to root cause, idea generation, and problem solving.



Accountability –

Enable your teams and keep stakeholders accountable, keeping actions within their span of control.

Daily Performance **M**etrics

Production
reporting is not
the same as
performance
metrics for Daily
Management



Finding Metrics that Matter

It could easily take several months to accomplish the research needed to do a good job. Depending on how far off your metrics are from where they should be, this process could lead to significant changes in your company's culture

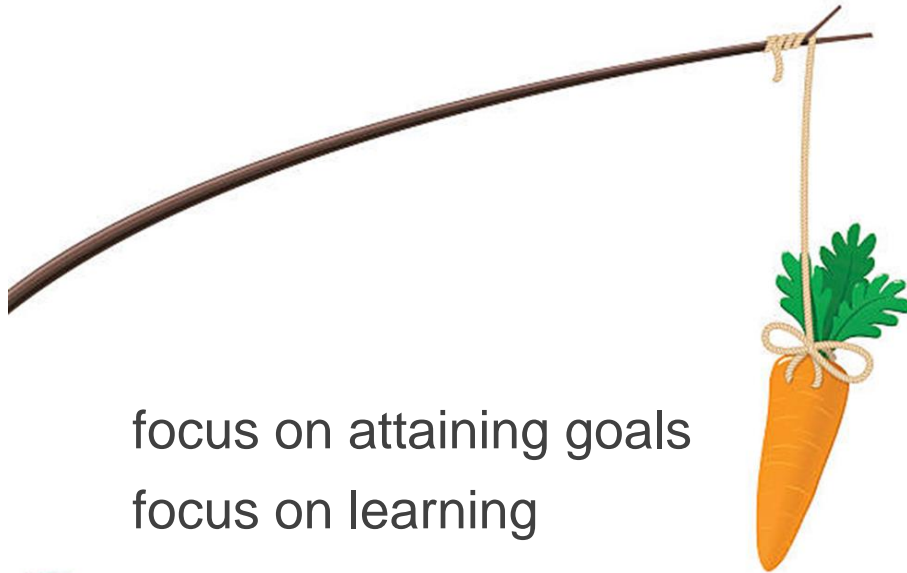
- **Metrics that are important** - they drive your company growth and objectives
- **Metrics that can be improved** - they measure progress, which means there needs to be room for improvement.
- **Metrics that inspire action** - you and your team will immediately know what to do or what questions to ask

Metrics

IMPORTANT
IMPROVING
INSPIRING

- Data is available
- Single source of truth
- Early warning (leading indicator)
- Actionable
- Flexible
- Creates conversation

Mission and Metrics that **M**otivate



focus on attaining goals
focus on learning

VECTOR
EPS10

- Communicate the company strategy and vision relentlessly.
- Employees set their own goals within the company framework.
- Listen to your people, your customer, and your processes

learning-
oriented context
has significantly
higher intrinsic
motivation than
those in the
performance-
oriented context.



*Problem-solving success
is intrinsic motivation,
that is, one's willingness
to persist in solving
the problem.*

Motivate to Learn

Within this framework, the team becomes well-equipped to navigate change, disruption and rising expectations from employees, customers

It will act as a roadmap, helping organizations stay on track and work toward achieving their ultimate goals

It will prioritize the work

And it will begin to create a “Learning Culture” –
asking questions, seeking answers

The Wall

*The most important thing in life is to know why you are doing what you're doing. Most people don't know. They just go with the flow. Once you realize it and admit it, you need to **pursue** it.*

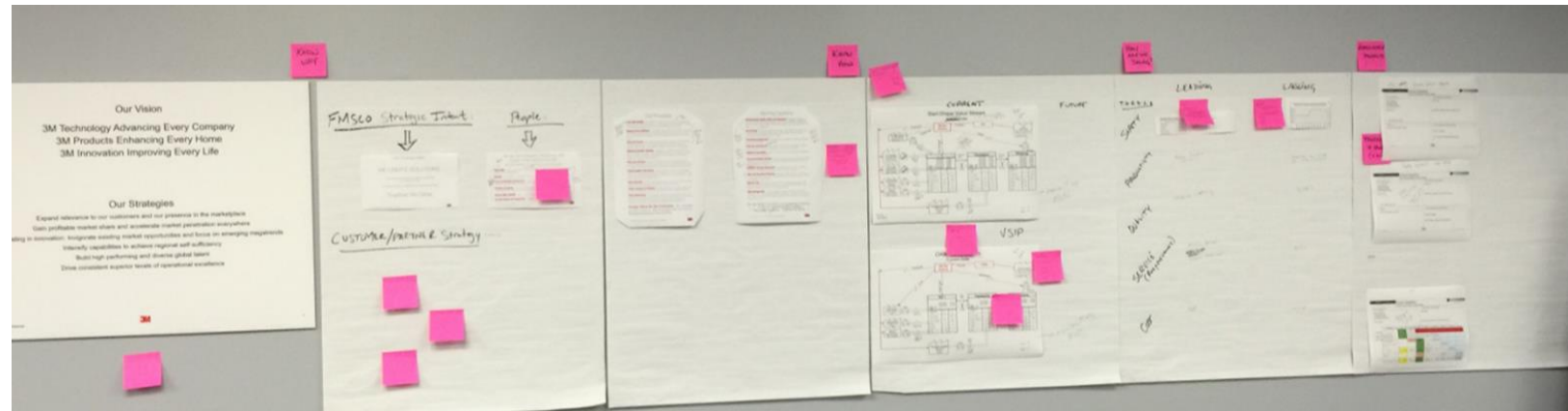
- Derek Sivers - (founder of CD Baby)



The heart of communication and collaboration. A system designed to link our vision, mission, strategic intent, people, principles, and systems to specific goals and outcomes.

Building this wall will take some time and must involve every part of the organization.

Everyone must understand the parts of the wall, why it exists, and how it is used to solve problems.



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