

## **3M Logistics**

### **The Company**

- Logistics, in partnership with other 3M business units, is responsible for customer delight in the worldwide distribution of 64,000 different 3M products.

### **Business Need**

- The scale of customer expectations reached a crescendo and the organization responded by restructuring into cross-functional, self-managed teams.
- This dramatic shift would not be possible without a change in the style of leadership.
- Employees needed to be empowered to make service-related decisions and to respond quickly at the front line.

### **The Effort**

- All managers and supervisors attended The Leadership Challenge Workshop.
- A follow-up workshop was also held.
- All front-line employees were given basic training.
- Consulting was provided to support the teambuilding work.

### **Business Results**

- Logistics is now perceived as a vital partner in providing service throughout the corporation.
- Managers model leadership behaviors in the new team environment.
- Employees are more frequently involved in decision-making and are more likely to communicate feedback to management.

**“We are committed to, as Jim Kouzes says, ‘liberating the leader in everyone.’ We are committed to serving 3M’s interests by investing in our most important resource – our people.”**

-- Dennis Fabozzi, Director, Customer Service