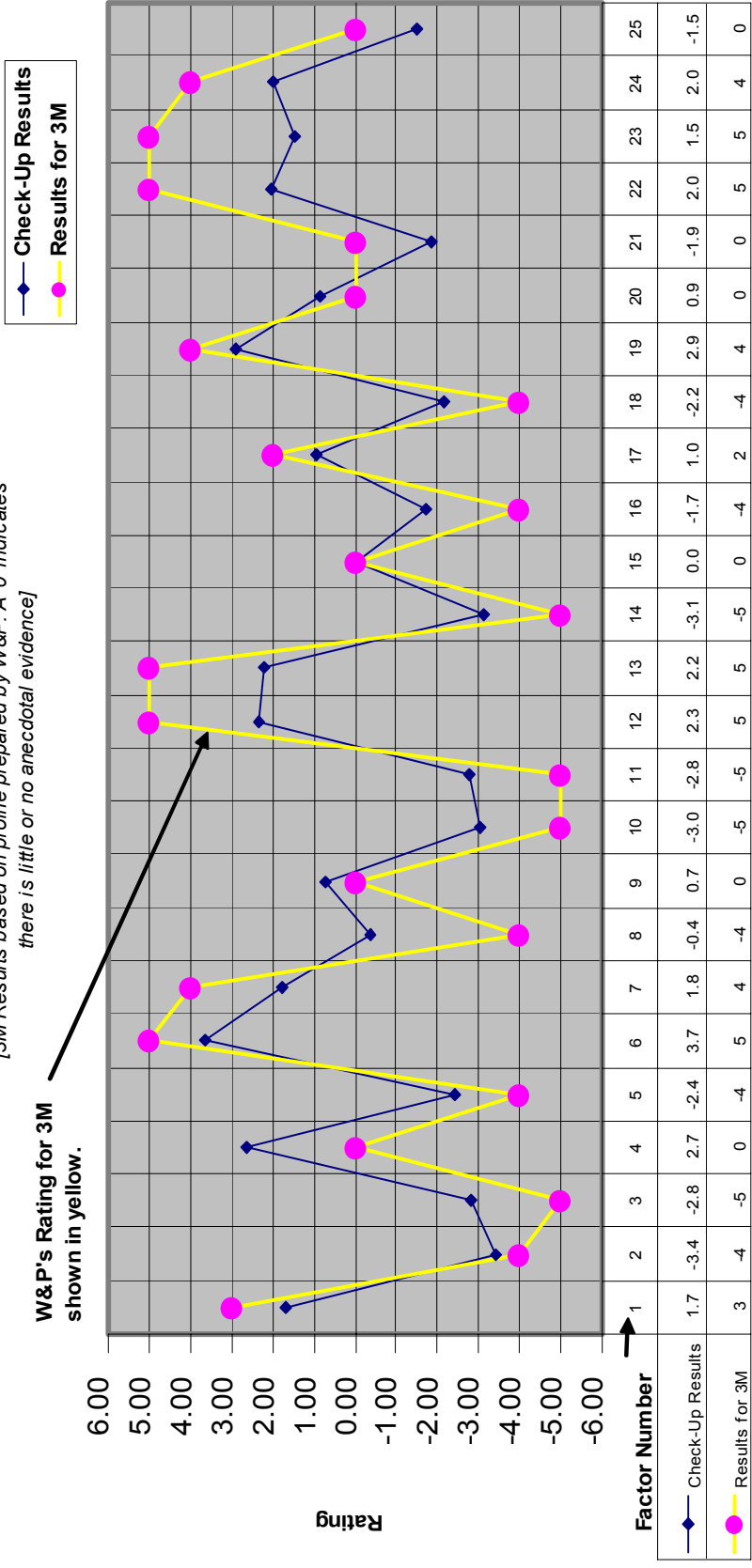


Comparison of Ideals 3M as compared with Check-Up Respondents' Ideal

[3M Results based on profile prepared by W&P. A '0' indicates there is little or no anecdotal evidence]

W&P's Rating for 3M shown in yellow.



Comparing Your Company with 3M? – Follow these easy steps.

- 1 Emphasis on short-term versus long-term profits.
- 2 Extent to which management explicitly looks for innovation
- 3 Tolerance of mavericks.
- 4 Degree to which planning emphasizes rationing resources or identifying opportunities.
- 5 Tolerance for failure.
- 6 Emphasis on management of people and their interactions.
- 7 Use of career ladders and recognition of innovators.
- 8 Tolerance of variance from the corporate norm.
- 9 Tolerance for risk in the planning process.
- 10 Degree of formal communication in the organization.
- 11 Use of independent work groups.
- 12 Degree to which management decisions are made with input from the rest of the organization.
- 13 Formality of decision process.
- 14 Availability of reward mechanisms for innovation.
- 15 Planning orientation versus action orientation.
- 16 Attitude toward mergers, acquisitions, joint ventures, and divestiture.
- 17 Management's expectations regarding loyalty to the company versus personal development.
- 18 Decentralization versus centralized hierarchy.
- 19 Availability of resources (budget, time, etc.) for new ventures.
- 20 Staff versus line involvement in the decision process
- 21 Ability to retain innovators.
- 22 Extent to which management has an innovative tradition.
- 23 R&D budget levels versus the competition.
- 24 Perception of innovation as increasing or decreasing.
- 25 Degree to which employee organizations encourage innovation.

These are the 19 Factors which you will be evaluating. For the other 6 Factors (in grey), there is insufficient anecdotal evidence to provide an evaluation,

#	Steps to Follow
1.	Print this 2-page document You will need it for reference.
2.	Go to Check-Up at the web site http://corporateinnovationonline.com
3.	Sign in to Check-Up Provide the demographic data as requested.
4.	When prompted to provide your 'Ideal' for each of the 25 Factors, enter the number set out under '3M Results' shown in the table above.
5.	When prompted to provide your 'Reality', enter your opinion of the culture in your company.
6.	When you have completed the Check-Up, you will be provided with an opportunity to print out the results comparing your company with one of the most innovative companies in the world. If you want to revise any of the information, simply return, enter your e-mail address and password and you can alter the data as you wish.