

Our Journey Home

Travel Journal

Look to our new normal by leveraging what we learned during these months. Together.



**This is a brief notebook
with essentials from our travel
experience with Our Journey Home.**

**A reminder, an intimate diary,
a collective chronicle.**

**To remind us of the past and help us
design our future.**



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INTRODUCTION

Explaining why the Journey Home project

by Marc Routier and Maurizio Asti



[click to play](#)

MARC ROUTIER

The safety of people at 3M has always been at the top of every choice that the company has made in 2020. For the employee community, the company has always wanted to create the environmental conditions for well-being in balancing work and personal sphere.

We can hear the **3M Managing Director of South East Europe Region, Marc Routier**, from a video intervention in the Global Inclusion event, held on September on the issues of inclusion in the working world and beyond.



[click to play](#)

MAURIZIO ASTI

What has been done for employees and their families to address the pandemic in 3M? Many activities, but we wanted to help people in a special way.

Here's how we came to conceive the project from the testimony of **Maurizio Asti, People Relations & Inclusion Leader - South East Europe Region**.

The Perfect Guidebook for Our Journey Home

by Alessandra Cosso

"The cave you fear to enter
holds the treasure you seek."

Joseph Campbell



It was clear from the beginning: our guide for this Programme would be Campbell's monomyth a.k.a. The Hero's Journey.

Joseph Campbell is an American mythologist who invested most of his life as a scholar focusing on the similarities between cultural myths and religious stories, comparing them to see if there could be a common pattern in their narratives. His conclusion was that they all had a common pattern, which he called the **monomyth**, a narrative sequence that could be seen in many religions including the stories of Gautama Buddha, Moses, and Jesus Christ. The journey is **relevant to the entire human family**: it's the process of **personal evolution** from an innocent child into a mature adult. Or, from another perspective, the process of **human kind** from Stone Age to 2020.

This **universal story structure** takes a character through a sequence of stages. The main character in the monomyth is **the Hero**. The Hero isn't a person, but an **archetype** —a set of universal images combined with specific patterns of behaviour.

A PRACTICAL GUIDE TO THE HERO

Christopher Vogler, a Hollywood screenwriter, author and educator, a few years later used Campbell's work to create a 7-page company memo for Hollywood screenwriters: A Practical Guide to The Hero with a Thousand Faces, which he then developed into The Writer's Journey: Mythic Structure for Storytellers and Screenwriters. From that moment most of Hollywood production were built on the Journey's structure!



The Journey not only has archetypes playing their narrative role (the Hero, the Mentor, etc.) but it also has **a dynamic of its own**. It is divided in three stages - which can also be identified in the three Acts of a screenplay:

01

CALL TO ADVENTURE

The Hero is living in the so-called "ordinary world" when he receives a call to adventure. Usually, **the Hero is unsure** as to whether he should follow this call—known as the "refusal of the call"—but is then **helped by a Mentor** figure, who gives him counsel and convinces him to follow the call. In the Departure stage, **we leave the safety of the world we know and enter the Unknown**.

02

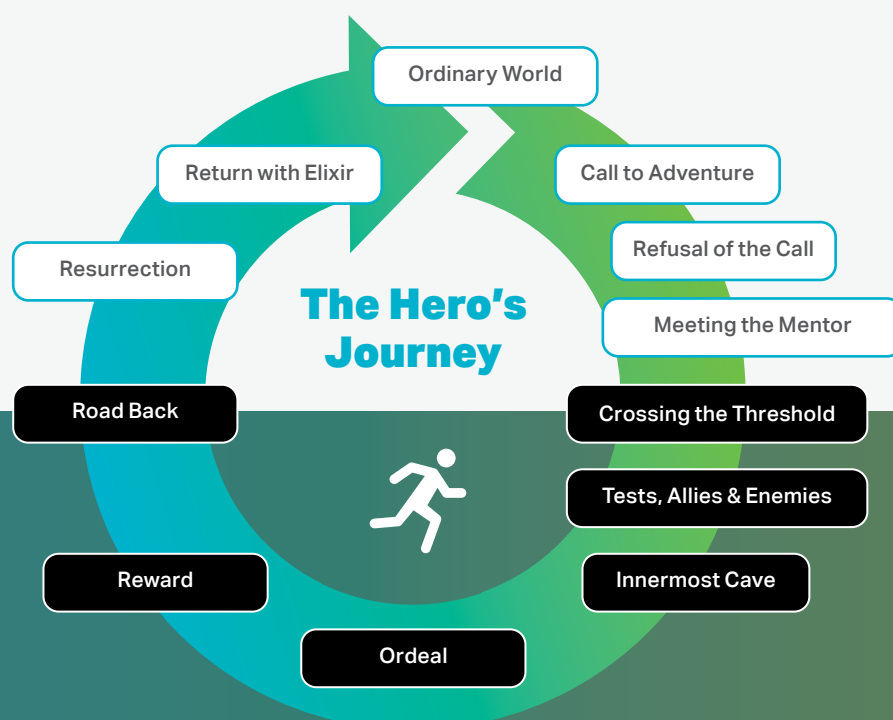
INITIATION

In the initiation section, the Hero enters the "special world," where he must begin facing a **series of tasks** until he reaches the climax of the story—the main obstacle or enemy. The Journey isn't safe: our Hero is tested in battle, skill, and conflict. He may not succeed in each action but must press on, he will meet **Allies, Enemies, and Mentors** with supernatural aid throughout the initiation stage. This stage always ends with a **Big Ordeal**, in which the Hero has to **face the final test** in what symbolically is defined as the Cave, i.e. a place of **transformation, evolution**. Here, the Hero must **put into practice everything he has learned on his journey to overcome the obstacle**.

03

RETURN

Having endured the trials and hardships of the adventure, **the Hero returns home**. Campbell says the Hero attains some kind of prize for his troubles—this can be a physical token or "elixir", or just good, old-fashioned wisdom. (Or both.) Once back in the ordinary world, he undergoes **a personal metamorphosis** in the realization of how this adventure has changed him as a person. He is no longer the same. An internal transformation has taken place through **the maturation process of the experience**.



THE LESSON IN THE JOURNEY

No worthwhile adventure is easy. There are many perils on the path to growth, discovery, and self-realization. In the hardest stages of the journey hope appears lost. But it is in these moments of despair that the Hero **must access a hidden part of himself** to gather more energy, strength, faith, or creativity to find his way out of the belly of the beast. **The Hero must call on an inner power he doesn't know he possesses.**

Having defeated the enemy and slain the dragon, the Hero receives a prize. Pulling the metaphorical sword from the stone, he achieves the objective he set out to complete. Whether the reward is monetary, physical, romantic, or spiritual, **the Hero transforms.** And often, the prize he initially sought becomes secondary as a result of the personal transformation he undergoes. Perhaps the original quest was financially driven, but now the Hero takes greater satisfaction in serving others in need. **The real change is always internal.**

The Covid -19 emergency has been calling us all out of our ordinary world. We need to be brave and remain hopeful to get through this epic challenge. We can either go through it passively, hoping it all ends soon, or decide we want to answer the Call and start a Journey which could make us stronger.

**This is what Our Journey Home is about:
taking the first steps home knowing what we have gone through.
And sharing our stories on this experience, step by step, as a Community.**

ALESSANDRA COSSO

Identistories and narrative relations expert, and a journalist, she uses stories, coaching and counselling to explore the professional identity of individuals, their companies and teams, mapping their inner imaginary world with narrative and storytelling techniques and then elaborating it. She teaches Psychosocial Dynamics in Organizational Stories and is the President of the Advisory Board of a **Marketing Utilities and Storytelling Techniques Master at Pavia University**. In 2017 she founded **Narrability Journal** and is a member of the Scientific Committee of Assocounseling and of **Manuia – Policies for happiness**, she is the author of numerous publications, including: *Raccontarsela - Exploring scripts and organizational stories for individual and business development*, ed. Lupetti, 201 and "They say I am my own story. Then, how can I change the plot?" in *Matters of Telling: The Impulse of the Story*, Inter-Disciplinary.

To find out more: www.identistories.com





FIRST STEP

THE CALL what is this Emergency asking me to do?

(where the initiating incident
of the story takes place)

"The call to adventure signifies
that destiny has summoned the hero"

Joseph Campbell

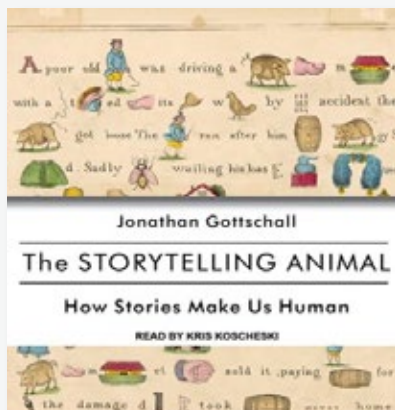
Somewhere in South East Europe, July 1, 2020

Here we are, taking **the first of the 4 steps of our "journey home"**. What am I doing here? What is this all about? **Like it or not, we are all heading to a "NEW normal"** or the "NEXT normal". And we know very well that **in these times of uncertainty one thing is for sure: nothing will be the same as before.**

So what we are doing now is **heading to a home which** is probably going to be **in some - or many - ways different** from the one you left before this emergency started.

WE HAVE TO BE BRAVE, we have to be Heroes one could say!

Now this lady here is telling us we should do it **together** using the POWER of stories: she says stories are the secret superpower that we Humans have created to orientate ourselves in life and give meaning to our experience.



THE STORYTELLING ANIMAL Jonathan Gottschall

"We are, as a species, addicted to story. Even when the body goes to sleep, the mind stays up all night, telling itself stories."

"The storytelling mind is allergic to uncertainty, randomness, and coincidence. It is addicted to meaning."

Stories help us in finding meaning in what we experience in life. As a species, stories have been telling us how to learn from what we experience in life.

And that's why we are going to follow the Hero's Journey Scheme which tells us about an **ordinary world**, where the story begins, and then **something happens** which forces the Hero to leave this world for another one, **unknown, uncertain, uncomfortable**.

The journey calls us out of our comfort zone to make us face the unknown, find our way through it and let this experience change us, for the better, even when the challenge is very hard and painful. Sounds familiar!

The past few months have been hard, and painful! Some of us have lost relatives, friends, some have been sick and feared for their lives. But this has also been **a fruitful time** which has **forced us to test our resources and our weaknesses, our hopes and our fears**. It has been hard, no doubt. We cannot change it. But we can learn from it.

So here is Our Journey's scheme: four steps, **retracing the path which leads to our possible evolution in this particular circumstance**.



So here we go: today **we must start from the very beginning of all this. The very moment this virus knocked on our door.** Why do I have to remember? I don't think a video can help...



[click to play](#)

It's so vivid, so close, the memory is right here now. A very dramatic CALL, indeed! And now we are asked to take that very moment back into our life, so as to understand what it has meant for us as individuals and as a community. Stories can help us do it in an easy, light way, apparently. Here is our exercise:



Let us imagine we were a screenwriter and have asked to write the script for a metaphorical movie on the virus Covid 19... we are about to start and our first task is to decide how the main character, this new Virus, should look like... we close our eyes and here it is: the Virus.

And while looking at the virus, we can imagine it is holding a piece of paper with a very important message. It really seems very important, so we take the sheet of paper to read the message inside...



And there it is: a story on "my" Call to start with. I wrote it quickly **to share 'my virus' and the message I have received with all my community, a short story of what my imagination has seen.**

And this takes us straight to the next Step, when we are going to discover together what our Virus looked like. (I still can't believe I have actually written a description of the virus as a movie character!)

SECOND STEP

CHALLENGES

Enemies & Allies: how do I cope?

(where the Hero explores the special world,
faces trial, and makes friends and enemies)

"Opportunities to find deeper powers within ourselves
come when life seems most challenging"

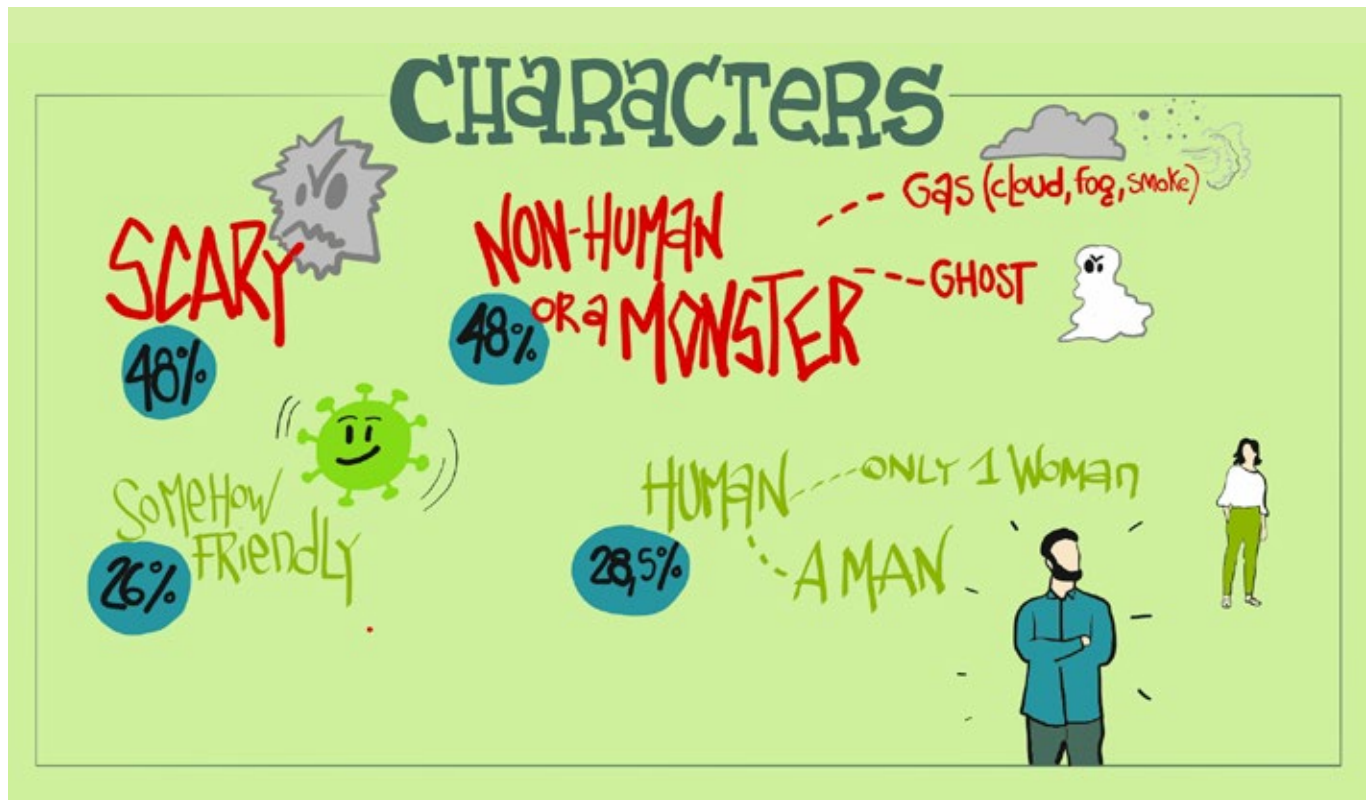
Joseph Campbell

Somewhere in South East Europe, July 8, 2020

Here we are again: the second step of Our Journey. Today's step is about the challenges the Virus made us cope with and our strategies to do that: what has helped, what obstacles have we met?

But before we go into that, we are about to find out: HOW DID WE DESCRIBE OUR CHARACTER, OUR VIRUS?

Apparently almost half of our contributions described the virus as **scary (48%)** but we had a good quarter who chose to represent it as **"somehow" friendly (26%)**.



Almost half of us (48%) chose to represent the character as **non-human**, either as **GHOST** a **GAS** (Cloud, fog, smoke) or a **Monster**. Again, we have 28,5% of the viruses described as **human**. Actually maybe we should say a **MAN**, as only one story is about a woman!

HOW DID IT LOOK LIKE? Some features have been recurring in many descriptions:



The first feature is **INVISIBILITY**, which has been described both in terms of **GHOSTS** and **other characters such as smoke, fog or mist entities**, as well as a few Invisible Men (character from the movie)

Here are some quotes from our stories:

- A dark ghost that is getting bigger as it goes around.
- Green mist, almost as tall as a man, floating above the ground, with mist tendrils trying to slip through the open door.
- It's like a grey ghost which is almost invisible, but that you can feel surrounding you. It appears serious and calm but you can feel its internal aggressiveness.
- The virus presented itself as an enveloping, cloud-like mass and left me this message: "this is no longer good... change something in your life."

- A dark cloud was at the door, ethereal, incorporeal. Silent, just hovering there... It did not give a note, but whispered "Run to your family!"
- A translucent, tall form that can take any shape and can infiltrate everything. If he wants to, he can radiate some small yellow particles that spread around and can reach any surface, object or body.
- Something similar to the character 'The Invisible Man', but microscopic. It inspires fear in you because you know it's there, even if you don't see it.

Our Virus is also **MALE & WELL DRESSED**. For some reason, if human, we imagined the virus male and elegant. Only one of us represented it as a woman!

- Covid19 is a man, well dressed, with blue, cold eyes, short hair, tall and a medium-sized body.
- He knocks on the door. He is tall and slim. He has a black hat and a long black coat.
- A man, around 30 years old. He is White, tall, and fit.
- Black and well dressed up.
- It was a young and good looking person with a strong body, smiling at me.

- It was a tall man wearing a white suit. He looked calm and somewhat clean.
- Looks young, healthy, dynamic, clever, evil and ready to conquer the world.
- A businessman in a suit.

Another big cluster of characters (15%) are a **MONSTER**: and also in this case we have **just one female monster!** Quite expected, yet our imagination made it really special:

- The virus is big, round and seems to come out of a cartoon; she is definitely a female because she holds millions of small viruses in her chaplets which are ready to be launched into the world.
- A rather large, rounded envelopment that contains all the genetic material inside. I imagine him having protrusions that have the appearance of a crown, from which he takes his name. I also imagine him being bright red. An excellent observer who studies the way

to enter the organism of those who are in front of him (myself in this case) in order to be able to settle in and duplicate himself, sometimes even bringing the unfortunate to death. This is the image I have of him.

- My virus is green, slimy, with small yellow eyes extruding from its surface. It has no legs and thin arms.
- A gray ball with scattered red tips, large eyes, arms and legs; on his face he wears a mask and has white gloves and shoes.

- Micro-particelle a forma di goccia, dai colori sgargianti e mutevoli, a prima vista accattivante e piacevole, per poi diventare dai colori scuri e tendenti al nero.
- A very small, cute and puffy ball with little spikes all around. Gentle eyes and a soft voice, waiting and inviting us to play with it. You cannot see the danger coming.
- My virus is a full, dark, black monster which has two arms, two legs and is very similar to a human being. It is very big, tall and fat. The interesting thing about it is that it is smiling at me. It is not scary, just big.

- The virus has a round-shaped body much like the images we see on TV, thin arms and legs and a neutral expression on its face. It has no bad intentions, but needs to survive.
- A tall creature with a lot of hands, completely covered with long hair, so you do not see his face or eyes.
- The virus is big, fat, round and has spots all over it. It is pink and green. Looks cute!!!

Together, let's try to understand how we have to read these features we've discussed in the chat. We must think of an adjective you would put next to the word 'invisible' when talking about the virus...

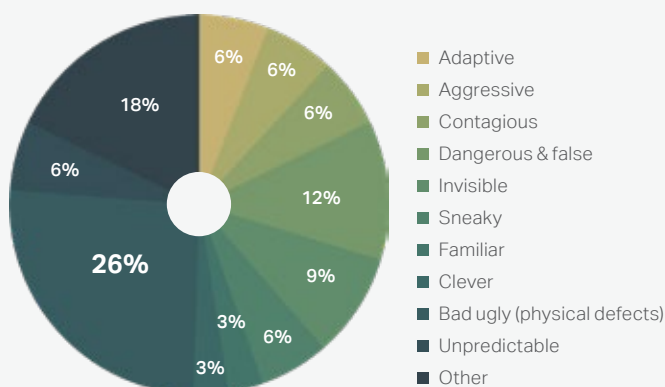
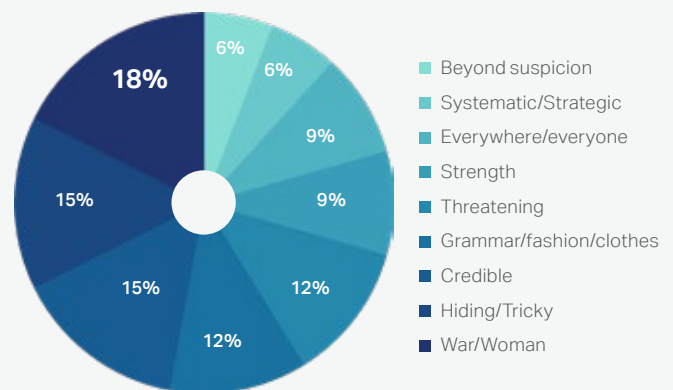
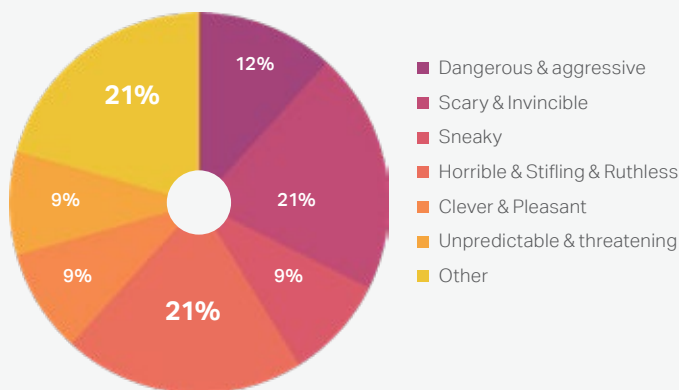
The virus is invisible and...

Being a well-dressed man, the virus was...

The virus is a monster and...

Here are some of the things we said in the chat:

The virus is invisible and...



COPE WITH CHANGE

- Life itself is all about change
- Looks like a realistic opportunity to change
- It's an opportunity to think about us
- We always have to be ready and find a way and maybe get help
- Change is the only constant
- We can grow and get stronger
- It has been a great opportunity to force us out of our comfort zone, thus discovering how we can very well cope with the new situation.
- You are a lovely speaker Alessandra. My only fear is that the global economy will suffer to such an extent that markets will recover slowly. But again maybe this is an opportunity to address markets in a more innovative way. 'I fear' is not in my vocabulary and living in fear will never be my way
- There was a change of pace towards a new life process

BUT WHAT MESSAGE DID OUR VIRUSES BRING? WHAT IS OUR CALL?

Basically we can see three different clusters, depending on the type of emotional challenge the message is posing:



Some messages (17%) pose a very serious threat and they do not suggest any possible solution.

FEAR is the basic emotion involved:

- Your time has come
- You are dead
- Everybody is at risk
- You have no chance against me
- You are the first

Almost half (34%) of our messages are about a danger and the worry to find a possible way to cope with it:

- Watch out!
- You are in danger please follow my instructions to survive.
- Keep your distance, wash your hands and you will be safe.
- I'll change everything in your life, flip everything over. I will kill you and your loved ones unless you obey my rules.
- I'm coming after you all, let's see how prepared you are.
- You must start fighting, you can count on yourself alone.
- Be careful, don't be afraid. This will pass.
- If we all join together and follow certain rules and behaviours, in the end we will be able to defeat this dark evil even if we're afraid for our loved ones, friends and ourselves. In the end we will make it and we will win.
- Stay at home, be calm and organize your daily life with energy. Use creativity to harmonize it and avoid boredom. Try to avoid conflicts.

The vast majority (43%) of messages are warnings: this virus is asking us to change in some way and we must find a way to cope with such change!

Either (10%) we can make it! or (33%) we better cope!

- It's time to stop and reorder priorities on this planet.
- That nothing will be the same, after this life experience you will not be the same. You will learn to better appreciate what you have and the love you can share and receive. You will also learn to live with your loneliness and pray.
- I am here to make a change. What has been going on for some years now is not acceptable and this was the only way that humanity could understand all its destruction, selfishness and greed. Now is the time for humanity to understand the worth of life, of good living, of sharing, and of love of nature. Now is the time to connect and to invest in a better environment, health and love for each other no matter what religion, colour or gender.
- The virus opened my eyes and made me appreciate freedom. It has also strengthened family values.

- All the rules/habits and ways of thinking are changing completely and nothing will be the same, and we have to adapt to this change.
- You have to learn to adapt to a different reality until you feel it yours again.
- When you thought that everything was under control and that we had the best instruments to win any war, the virus arrived and everything changed. I think that the pandemic and the lockdown forced us to change. Change is no longer an option, it's a must.
- Evolve in the interest of a more sustainable planet Earth.
- I am here to uplift your life.
- The reflection told me "Please could you help. I feel like I've lost myself. I am rushing but I don't remember what for and where to."

Now, what emotional challenge are these messaging posing to us as a community?

A lot of emotional stress... It is not always easy to give a name to our feelings, is it? Today we are having a look at what are considered the four basic emotions, those having their headquarters in the limbic system in our brain. Something very ancient, very powerful, takes place when these emotions are activated.

Rage, Fear, Sadness (pain), and Joy have a very important role in our lives as: they help us deal with the unexpected, activating various coping strategies. Each of these four has a specific cause, activates specific reactions and requests specific needs. They are messages our body sends us to give us indications on how to react to life and its challenges.

RAGE is about being invaded at some level: emotionally, professionally, legally, in our rights... It helps us understand when our personal boundaries, those defining our identity, are in danger.

SADNESS is about a loss, it tells us something relevant in our lives is missing and it helps us understand what is really important for us.

FEAR is about not being safe and it tells us to activate strategies to protect ourselves and survive.

JOY is about satisfying our deepest natural needs, when our vital energy can express itself in our life.

Emotional stress	Caused by	Actual need
 ANGER	Invasion of boundaries	Respect of boundaries
 SADNESS	Loss	Closeness, bonding
 FEAR	Threat to safety	Protection, safety
How do we cope? We have different possible strategies to do that!		

Human beings have very powerful strategies when something is challenging them.

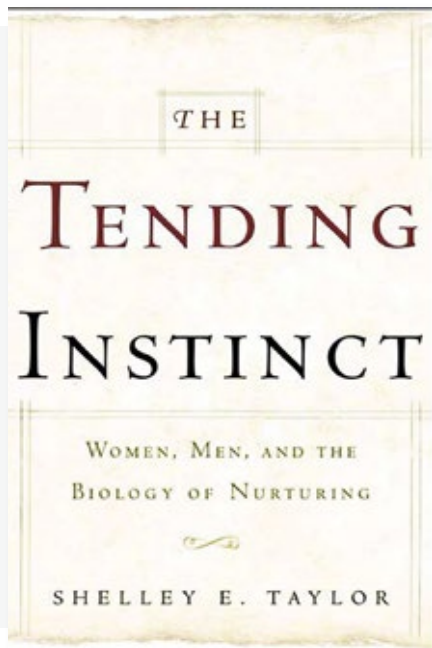
For years, we have been studying that the most ancient coping strategies when HB are under stress – as we are now, very much so! – are known as the 3 Fs: Fight, Flight or Freeze.

They are described as an evolutionary behavioural pattern designed to help us deal with stress in short periods of time. They are linked to a release of hormones such as adrenaline and cortisol and they are coping strategies human kind has developed to better survive. So the stress we face and our emotions can help us deal with what is happening to us.

But what happens when the stress we are exposed to lasts for months, or years? These strategies were designed by nature to help us deal with dangers and threats, even intense, but lasting for a few hours, maybe days.

On the long term being on a FFF attitude is not very effective and it gives us secondary effects such as depression, loss of empathy, and, what is very important, a tunnel vision, which makes it very difficult to find creative solutions to problems.

But no worries: in 2000 an American researcher in psychology, doctor Shelley E. Taylor from UCLA published a paper called 'Biobehavioral responses to stress in females: Tend-and-befriend, not fight-or-flight', showing that there was **a fourth stress coping strategy available**, one developed by females and linked to the release of a different hormone, oxytocine, known as the "bonding hormone".



THE TENDING INSTINCT Shelley E. Taylor

Tend-and-befriend is a behavior exhibited by some animals, including humans, in response to threat. It refers to the protection of offspring (tending) and seeking out their social group for mutual defense (befriending).

Group living provides numerous benefits, including protection from predators and cooperation to achieve shared goals and access to resources.

During threatening situations, group members can be a source of support and protection.

Oxytocin promotes affiliative behavior, including social contact with peers. Not being that strong and having to take care of children and the elderly, they could hardly fight or run fast enough, they found other ways, and they elaborated a new strategy which is: Tend and Be friend: cooperate.

As a community we can cope much better, can't we? In fact, our social skills are what made us have the biggest evolutionary leap: social skills and... imagination.

**That's why we are again writing about our biggest challenge in the past months:
How did we cope?
Has our work community helped?
How?**

And here I am, writing my little story once again to share it with all my community...
What are we going to share next week?



IVAN STEVANOVIC
3M Sales Coach Seer

[click to play](#)

THIRD STEP

THE GREAT ORDEAL: how do I change?

**(where the Hero faces the greatest challenge yet
and experiences death and rebirth)**

3

**"We must be willing to let go of the life we planned
so as to have the life that is waiting for us."**

Joseph Campbell

Somewhere in South East Europe, July 15, 2020

Here we are, a week or so later, finding out about our stories on challenges and coping strategies. According to what we shared, almost one third of our writings are about challenges in:

- Work issues
- Emotional stress
- Isolation
- Work-life balance



Work issues (28%):

- To manage and engage my team (on supply chain) remotely.
- To redesign my daily routine considering all the required precautions when organizing main tasks.
- Keeping the Distribution Center open and safe for people who work on site as well as in smart working.

- I miss business trips to customers. I am used to keeping the relationship with customers and having face to face meetings.
- Meeting the government's pressing requests for respiratory protection masks.

And Emotional stress (28%):

- To create a safe environment for myself and my loved ones - especially the elderly people in the family.
- Saying goodbye to my relatives (two people) without being physically present.
- Staying inside within a limited space, waiting for a solution that is slow to arrive.
- To suddenly find myself in an unreal situation without being able to imagine future developments. Not being able to plan the next day.

- Zagreb was hit by the largest earthquake in the last 140 years, of 5,5 magnitude. Therefore, I was much more worried about that and I am suffering from PTSD because of constant shaking and unpredictability.

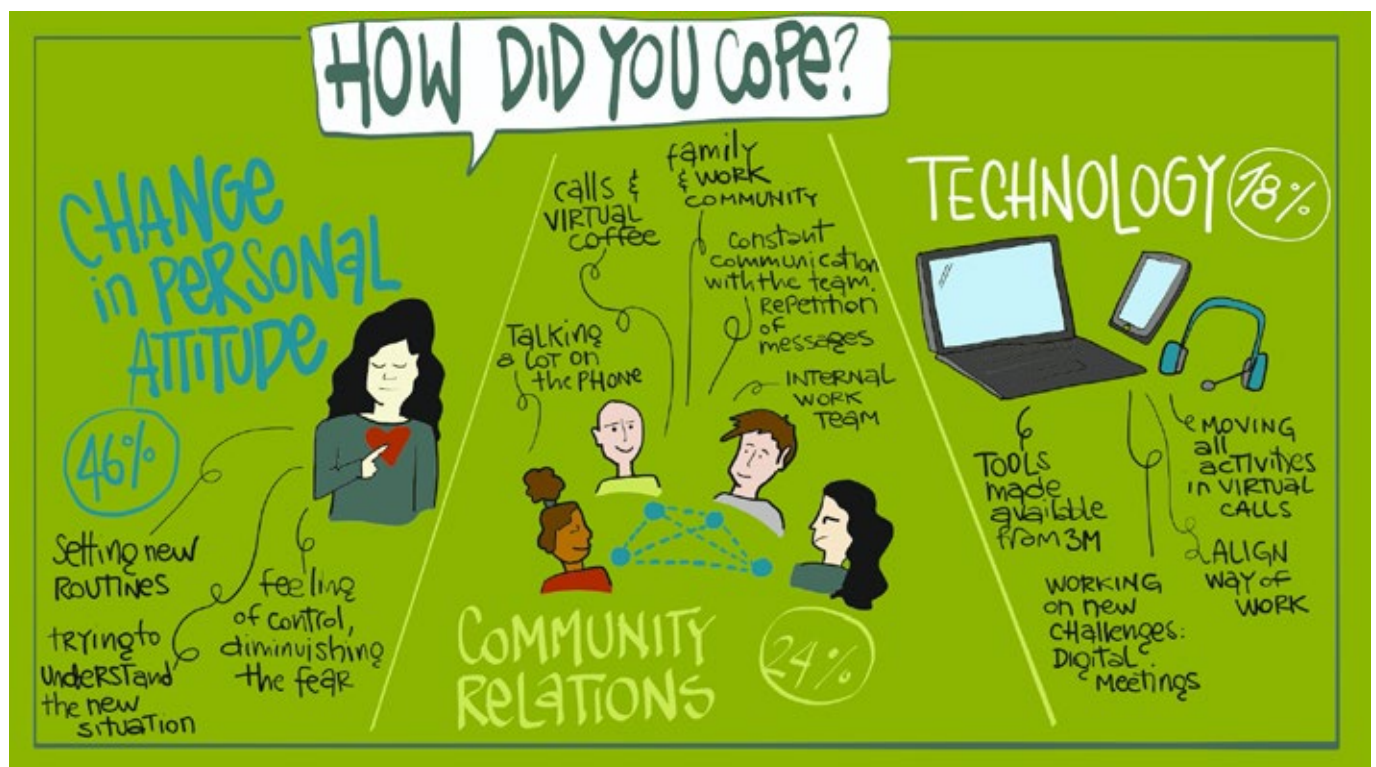
Then comes Isolation (25%):

- The lock down, the absence of socializing, not seeing my mother and friends.
- Social distancing
- Technology-mediated relationships
- Changing my usual activities and accepting the lack of freedom, not just for myself, but for my kids especially - they were missing out and losing a part of their life.
- Anxiety due to isolation and the need to manage some problems with my parents, who were living far from my home during lockdown.

Last but not least is **Work-life balance**, which was transversal to many of your stories and the main challenge in **16%** of them:

- While working from home, I could hear the family laughing, joking, playing during my working hours.
- The biggest challenge was to work from home – trying to balance work and personal life while taking care a young child.
- The challenge was to renew ourselves in the way we work, live, take care of the family, especially the children.
- The biggest challenge was working from home with a small child and organizing quality time for him while also doing all the necessary things in the household like cooking and housekeeping. Trying to get everything done on time for everyone in the family and explaining why we cannot go out and see relatives.

And how did we cope?



Almost half of us were super adaptable, change in personal attitude is indicated by **46%** of our stories as the main coping strategy:

- I've focused on setting new routines.
- I cope by adapting to the current situation, trying to understand it and taking all the precautions which make sense to me.
- Patience in order to be able to support my mother and sister, but this ultimately made me too sad.

- I basically tried to rationalize and prepare my reaction to things. That gave me the feeling of control and diminished the fear .

46%

Community relations have been important for almost everybody but for **24%** of us they were the best coping strategy:

- Talking a lot on the phone with friends, family members and colleagues.
- Calls or virtual coffee talks in order to keep being connected with colleagues and friends.
- My family community, friend connections, and work community have been fundamental in this situation.

- Constant communication with the team and the repetition of messages of keeping healthy and safe.
- The internal work team has helped me a lot. This emergency has demonstrated that everything can be done outside of predetermined patterns.

24%

But all this has been made possible by Technology, **18%** of us considered it the best coping strategy:

- Using the tools that 3M made available to me, I worked with clients and colleagues, albeit with a few connection difficulties.
- Working on new challenges was occupying time. Digital meetings with colleagues have been of great help for sure; technology availability made all the difference.

- Moving all activities on virtual and phone calls, addressing the same mix of activities.
- We aligned the expectations and ways of work in order to collaborate and move all these challenges ahead in the Div teams or Country teams.

18%

How has our work community helped?



By offering an **Understanding and sharing environment (41%)**:

- The work community has certainly helped with the frequent online meetings, regular communications, the many possibilities provided to learn new things and share personal experiences. The sense of belonging also helped.
- At work we started regular daily calls, sharing thoughts, feelings, coffee chats and experiences. This has helped a lot in the fight against the bad news coming from broadcasts.
- Even in remote working, just keeping in contact with colleagues and continuing to work helped a lot. It was

possible to share feelings and news about the ever changing situation of Covid, which was helping a lot in battling feeling alone.

- It helped me a lot that I was not alone in that bad situation and that we all were optimistic for better days in the future. The positiveness within the group helped me re-energise a lot.
- I believe in the power of sharing. We had such intense and emotional meetings with colleagues, which was not the case before Covid. This virus taught us what "real connection" is.

By offering **Support and practical help (25%)**:

- My teammates helped completing all the required steps that usually take months in just a couple of days, getting the material miraculously in time to our plant, and then to our customer.
- I received tips and helps from my colleagues and friends.
- My work community help me with advice, additional information and best practice sharing.

• My team and our managers as a whole really helped during these months by not pushing us and creating a flexible work environment.

- The community of colleagues and their creative ideas. When it came to protecting my family, the community of colleagues has been very close and supportive.

And by making us all feel the constant **Care and attention of 3M (14%):**

- My work community offered great sense of humanity, loyalty and serenity. We all took great care of each other.
- It helps me to be in contact with my friends and my colleagues, as we all hope that sooner or later we will be out of the tunnel.

- The work community was very supportive by investing in development opportunities through various virtual sessions. This gave the feeling of community and made us feel that we are all in the same boat and not isolated!

Half of us coped by changing our attitude in some way: towards our work, family, life in general. Well, from the beginning of this program we knew this Hero's Journey would ask us to change and today we are going a bit deeper into this. Today's session is about our experience of change!

In these months some say the world has become a different place.

I am not sure this is entirely true, but it is clear that great signs of change have shown themselves in various occasions. We have changed our perspective on many things, redefining reality with new eyes. We are asking ourselves what is essential to us, to the world in this strange time.

This emergency has also been the opportunity to ask ourselves what kind of a leader we want and new leadership models have shown their effectiveness. In critic situations we need the right leaders, and in the past months I believe some leadership styles have shown their weakness and others on the contrary have given the greatest performance in making people feel guided and reassured, knowing they are in good hands.

But there is one leader who definitely won this contest, and she has been defined the leader for our time.

A recent poll found her to be her country's most popular leader in 100 years. Almost 92% of respondents say they support the measures she has implemented. This is despite the fact that as soon as the first few cases appeared in her country, she established they should go into a total lockdown very quickly. Very determined, yet she realized that could be tough for her people and she found her own way to let them know they would not be left alone.

She handled her country's lockdown with a FB streaming video, speaking to her country from her home, in a sweat-shirt, with no makeup.



JACINDA ARDERN

The essentials in her leadership style are quite unusual:

1. Humility and Charisma: In more than one occasion she walked and talked among the people, making time for them and listening to them with intent.

2. Empathy and compassion: This is perhaps her greatest strength. She shows her sensitive/feminine side without hesitation.

3. Courage and decisiveness: She acted quickly and without hesitation. She locked down the country soon after the first Covid case appeared.

New leadership skills are becoming the right ones in these extraordinary times.

[click to play](#)

We are all out of our ordinary world facing a 'new world'.

What else is going to be different? Maybe our way of dealing with business, **the markets are in a changeable attitude and companies have to adjust rapidly.**

Today we met two interesting examples: first case is that of Ammu, a Sicilian patisserie which had opened quite a few offline shops just before the emergency.

They quickly implemented a home delivery but everybody did that. The problem they had was that cannoli need to be eaten right after they have been filled with ricotta, otherwise they become horrible. So what Ammu decided to offer their clients is something special: with the Cannolo kit they offered the sharing of a ritual, something which could keep – or create – a special bond with their brand, and create a community of clients which kept belonging to them, and even grew, during lockdown. This was then their way to re-design their business in the Covid Era.



OUR COLLEAGUE MAURIZIO ASTI IS PART OF SUCH COMMUNITY:

We all needed comfort food and their story was: we'll share with you a ritual that will give you top quality comfort. Our way to remain close to our clients and help them during this emergency! They created a community on this!!!!



Another case is that of a French corporation dealing with sports and leisure gear: Decathlon.

Shops were closed, we could not play sports and even runners eventually had to stop running. But then there was this Italian engineer who managed to transform their snorkeling masks into oxygen intensive care masks using a 3D-printed valve. And offered Decathlon the opportunity to show they were close to the population suffering for the tremendous hit of the virus, and that they were in contact with what is essential. The return on this investment on reputation assets is somehow un-valuable, because we are talking of offering concrete help to increase our survival rate also by offering tens of thousand of masks to hospitals in Italy and France.



Changing our perspective on things, on what is essential for us, on power, on business or even on ourselves and our job is something natural: change comes with life. But some events force us to such change, as the one we are going through is doing. And because the new normal is new we have to think of how to re-design it.

Another little story to share, then. Explaining how I changed in the past months and what impacts on my way of thinking/being/doing have I have experienced in my personal and professional life.

I am starting to enjoy these brief writing sessions, you know?



**ASPASIA
THEOFANOPOULOU**

3M Mass Retail Channel
Shopper Leader Seer

[click to play](#)



FOURTH STEP

BACK HOME with the ELIXIR: What have I learned?

**(where the Hero returns with something
to improve the ordinary world)**

4

**"You are more than you think you are.
There are dimensions of your being and a potential
for realization and consciousness that are not included
in your concept of yourself. Your life is much deeper
and broader than you conceive it to be here".**

Joseph Campbell

Somewhere in South East Europe, July 22, 2020

Here we are again, for the last time!

Today we are going to take our last step home and we are going to reflect on what we have learned from our Journey.

But before that, can't wait to find out what we have been writing last week about how this experience has changed us.

IN OUR PERSONAL LIFE, there were four major clusters, most of which indicated a positive evolution:



30% of us wrote about redefining **our essentials & values in life:**

• I've changed a lot, I've rediscovered the real, essential things, what really matters the most to me and I've re-prioritized my life and my routine. My health comes first, it should have always been like that but I have been taking it for granted for so long. Giving back is

also important and rewarding: you can help others while performing your job. Being a good, present (in a different way), reassuring, empathetic, human leader does matter. Show others that you do care!

30%

28,5% of us wrote about having developed **a more calm, balanced and self-confident lifestyle:**

- I've learned to listen more and better, to be more reflective and to enjoy the time I have with my family and my son to do things together more.
- I kept a positive approach... I strengthened myself by thinking that the momentary social distancing would make future life more beautiful and that I would appreciate things and people much more.
- Key words as well as behaviours are 'adaptability' and 'resilience'.

- I became more relaxed, calmer, more flexible, I accept the situation as it is.
- Before, I was often nervous and I often got angry. Now, I take life in a much softer way. I spend as much time outdoors as I possibly can.
- I discovered the importance of human relationships and how precious they are.

28,5%

14% even reported having found a **New Energy** during this emergency:

- I started exercising and meditating more, it makes me feel more fresh and strong both mentally and physically.
- I have done many things for the first time!
- I could learn a lot and understood the power of collaboration and sharing.

- Overall I'm feeling much stronger now, my mindset and experience is running even higher (it was high before, it has now improved). I have more confidence, I am in a good mood and in a good vibe overall because of a smart approach to challenges, by simplification and prioritization.

14%

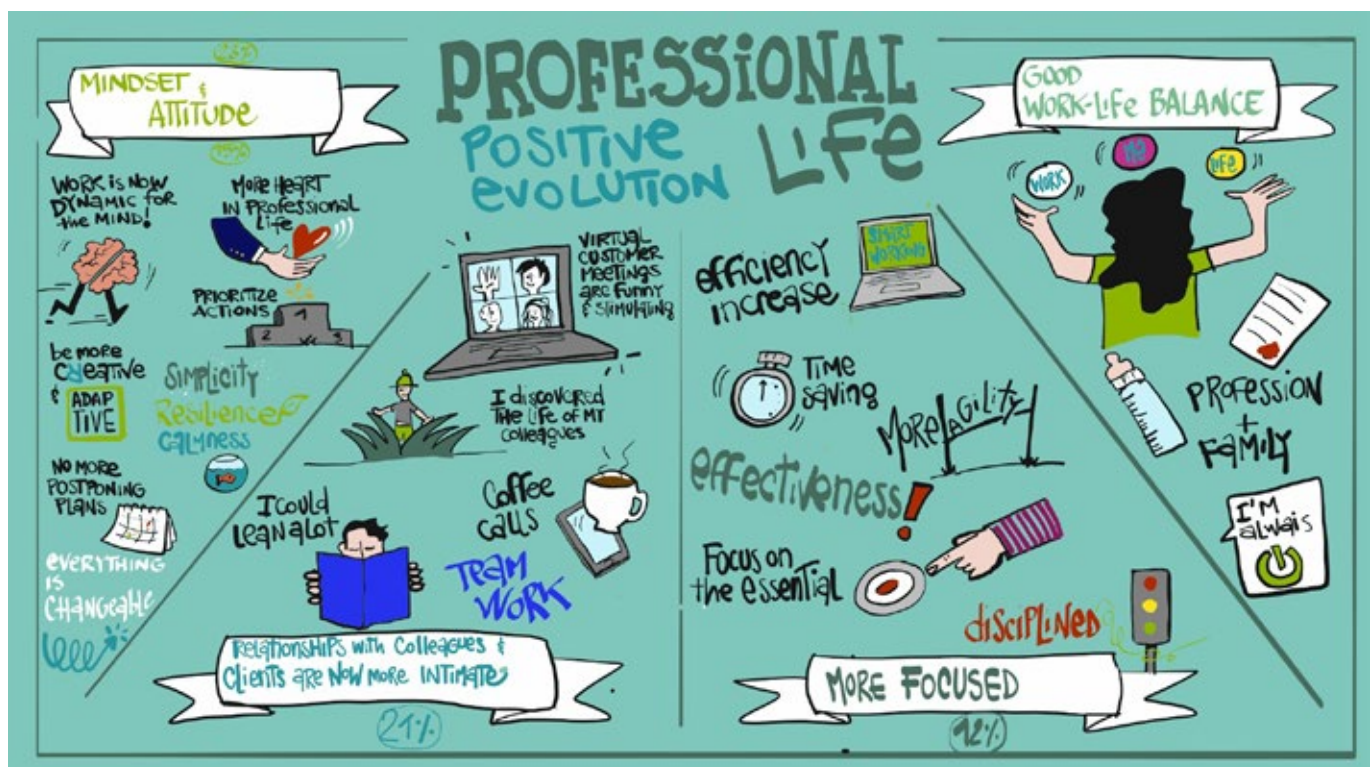
But **15%** of us **struggled to stay positive** and some changed their daily habits on **personal and home hygiene**:

- I am more careful, especially in my personal life. I am avoiding big groups and put hygiene first as a top priority. Life has changed and we have to accept the change and get used to living like this.
- I am more careful around my health and on how to prevent any risk.

- I am still stressed and diffident towards people who don't follow sanitary and emergency recommendations.

15%

What about our Professional life?



The great majority of us wrote about a change in our **Mindset (23%)** and **Attitude (15%)** :

- Work has changed from dynamic for the body to dynamic for the mind.
- More head in personal life, more heart in the professional one.
- Professional life: it's now clear that we can do things in a different way with the same or an even better result. What's important is that you believe you can do it differently.
- Simplicity, resilience, calmness, adaptation to the new challenge and appreciation for the basic things by keeping the fabric of connections and relationships strongly knit together.

- In my professional life I have learned that everything is possible, you just need to find your personal approach.
- This had an important influence on work, it made me think of what is essential and valuable in what we do and the real meaning of our job. Furthermore, I changed my approach to work: I tried to find my special value, the most valuable thing that I have and that only I can bring to the activities I participate in.

23%

15%

But a good number **(21%)** also noticed how relationships with both **colleagues and clients are now more intimate:**

- Virtual customer meetings were the most fun and stimulating job, they continued the relationship by taking better care of the words used and by the sharing of moments.
- I feel closer to my customers; they are willing to collaborate in a different way and are more understanding.
- I discovered my colleagues' life since you can enter it through their screen and I opened my daily life to them.
- I organize the working day and the moments of exchange with my team through coffee-calls, inevitably lengthening the working day, so professional life has

practically merged with personal life.

- My first activity was to stay closer to my team by organizing a lot of meetings (daily, weekly, monthly) without a formal agenda, just to let them talk about their days. It was helpful and all the team members are closer and networking with each other.
- More connections were created amongst peers, we rediscovered the importance of social relationships even if at a distance amongst ourselves and with the customers.
- Leaving formality out of the door in professional life.

21%

12% of us became more **Focused:**

- I learned to focus on the essential since you have to use virtual calls and therefore have to be straightforward.

- I am now really focusing on essential things in my life and in my job.

12%

Yet a few of us are still **struggling** to have a good **work life balance**:

- I am trying to find a new work-life balance which is not easy to do as you are always connected and it's hard to quit when you live in front of the PC.
- Professional and family commitments have completely absorbed my personal time.

- In my professional life, I work all the time, from the moment I wake up until the moment I go to sleep. Since I am working from home, I am connected all the time, and work has no boundaries any more, it is all over the day and the place.

Our experience of change has taught us something.

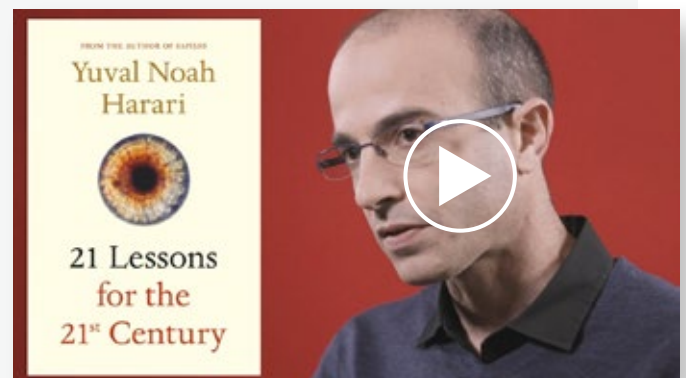
Today's session is on our learnings from all of this. But what is learning about? I did not know that it is one of those superpower we Humans have developed in millions of years. As a species, we are very quick learners and we have interiorised our learning process in the narrative pattern of the Hero's Journey. So today we are discussing our ELIXIR, i.e. the new awareness, the new skills we have acquired during this emergency and which hopefully will help us better deal with the New Normal.

Yuval Noah Harari is an author and historian, it was interesting to hear his point of view on the Covid Emergency in an interview with an America journalist.

WHAT IS HARARI TELLING US?

These according to him are legacies from Covid 19:

- Science leads, our scientific community is now taking care of the problem
- Cooperation is essential to fight the virus effectively, and that's why we must...
- ...Think globally
- Change happens fast, we must learn to be resilient!
- Not if, but when: it is only a question of time, and we will defeat Covid.



[click to play](#)



Some say Covid was a general, global test for another issue humanity has to deal with: climate change. Yet such issue has not been that quick in making us react: It took us more than 30 years and a little Swedish schoolgirl to gain awareness of the problem. Why?

Because we cannot be or do what we cannot imagine first. Our imagination is where we design our actions and scientific communications on climate change in the past years were simply not effective, and did not take place in our minds.

This is why it is so important that we exchange ideas with other people: to let them inseminate our mind with what we cannot imagine by ourselves.



BRITISH HISTORIAN THEODORE ZELDIN SAYS THAT :

"People need the stimulous of other people's thoughts to think beyond their thinking landscape" and that

«Our brain is full of lonely ideas begging you to make some sense of them to recognise them as interesting. The lazy brain just files them away... the lively brain just picks and chooses and creates new work of arts out of ideas»

That's why: "Conversation is a meeting of minds with different memories and habits. When minds meet, they don't just exchange facts: they transform them, reshape them, draw different implications from them, and engage in new trains of thought.

Conversation doesn't just reshuffle the cards: it creates new cards."

Creativity and innovation is about having conversations on new ideas: BUT WE CANNOT DO THAT ALONE! So that's why we must share our learnings and make them available for the community, for our NEW Normal. Our imagination is a superpower and in this journey we have been invited many times to express our voice, because every voice counts, this is what diversity and inclusion is about: sharing as many different ideas as possible, you never know where inspiration comes from. That's why in these steps we have to listen to many different voices. And that's why we need to tell our story again.

OK HERE I AM AGAIN: half dreaming of a magic book which flies into my arms, and as I see the title YOUR LEARNINGS, it magically opens on a page telling me my most precious learning during the COVID 19 emergency has been... well I am afraid you'll have to wait for next chapter to find out what my and all our learnings have been. And of course, how we can use them to make our community grow stronger, happier, brighter.



IGOR ILEKOVIĆ

National Sales Manager Seer

[click to play](#)

CONCLUSIONS

Learning to change, change to learn

"Survival is the second law of life.
The first is that we are all one."
Joseph Campbell

Somewhere in South East Europe, September, 2020

So - this is it. What have I learned? What have we all learned from this experience?

This was the first question we had to answer to with our personal stories.

And it appears that our stories tell us that the most common learnings we experienced during this emergency are connected to four **basic roots** deeply plunged in our common identity:

- The importance of **RELATIONSHIPS** in our lives is now crystal clear: collaboration is essential and so is our sense of Community as an Ecosystem and not an Egosystem;
- We also learned to be **RESILIENT**: to stay calm and be ready for the unexpected, to use our imagination, care about what is really important and never take things for granted;
- Learning to work **REMOTEDLY** was also a very important experience, and it was a surprise to find out that clients could even appreciate it;
- **RESISTANCE** is a very important thing to have: it has made us more independent and autonomous, concentrated and capable of turning a crisis into an opportunity!

These are our learning, the Elixir we will be able to take with us in our New Home, in our new Normal. We will call them the **4 special Rs** and they will be part of our new DNA after this evolutionary path we made together.



RELATIONSHIPS and their importance:

46% of our writings indicated this area as the most touched in our perception:

- To be more careful in order to protect myself and the people around me.
- That time matters and that a company is great not because of economic power but thanks to its people.
- The true value of people: I understood who I can and cannot count on.
- How to take better care of myself, how to be more compassionate and more present.
- That, to me, family comes first. In the office, I realized the value of the people I know and work with. Without them, I find it difficult to find meaning in the work I do.
- To be more patient, to listen more and to be quiet.
- How much human interaction and collaboration are essential to help us adapt.

- That team spirit and the sense of community has grown, all the tasks have been accomplished with a beneficial situation for us all.
- How fragile a human being is despite all scientific discoveries and technological advances. I also learned that strength is found in union and that, in order to defeat the enemy, it is necessary to put our strengths together and act together.
- The importance of the community.
- Ho imparato quanto sia importante condividere nel momento in cui non è stato più possibile
- I used to be absorbed in my work, now I give greater importance to and value family, friendship and myself more. I also want to help others more.

46%

- That simple life is better and that I do not want to live in a chaotic city environment. I learned that an ecosystem is needed instead of the egosystem. I learned to accept things that I cannot control. I learned to show compassion to myself and others.
- That alone we are all fragile but we have great powers if we put all our creativity and minds together.
- That even though we live in different countries and continents, we have similar fears. As human beings we can unite in fighting back, and that in that fight each and every one can help (even by simply staying home).
- The importance of people.
- The importance of relationships.
- That life is fast and that it is important to stay and live with our own best relationships.
- I learned just how fragile life is and that you should not take things for granted. I also learned that I can deal with fear and anxiety, that my family is strong and that, together, we can find solutions in times of crisis. I need time for myself, so that I can have a healthy body and state of mind in order to be able to cope with existing challenges. Finally, I also learned how valuable face to face interaction is, and how helpful it is to talk issues through with friends and family, even if remotely.
- To stop, take a breath, slow down, look around. I have learned that life is unpredictable, and we need to make the most of our good moments and connect as much as possible with our dear ones. We need to put attention and devotion in whatever we do, with whoever we are.
- How to listen to other people and how each of us can help the community with their talent. Even something that could have been considered a little thing beforehand, can be considered a great one now.

- That the value of life is immense, bigger than everything else, and it has to be preserved over all other interests, we have to be acting for it, taking care of the world, of other people, of the things that really matters.
- To listen to others more and to use time more efficiently to balance life and work.
- How important it is to take care of people and of the world and that things can change very quickly and without notice.
- How defenseless we can find ourselves and in need to share with others our concerns about the uncertainty for the future we feel.
- To be kind to family, friends and to all creatures, to work hard at my job and to say what I want but be calm and caring.
- The importance and beauty of working side by side to my colleagues, especially the easy, unformal talking. The importance of relationships, human beings live based on relationships.
- 3M gives me a lot, I feel that I belong to big, nice family I can rely on anytime!
- I become more patient and focused on important things. I learned that we need to promote healthy habits and spend more time on maintenance of hygiene.
- How vulnerable we all are. I learned how important it is to be connected, virtually informed about many specific situations which can clear different dimensions, while cooperating together.

Second most common learning you described in your writings is about **RESILIENCE (30%)**: becoming more patient, adaptable and calm.

- That it is human nature to be resilient, adaptable and forward looking and in the same time be limited by education and orientation.
- That everything can happen in life, so all we have control over is the internal energy needed to change the way we live and behave.
- To be more resilient and to care more about important things (family on top of everything). Living with social distancing in place gave me the chance to show more respect and to listen more carefully and actively to others.
- To better adapt accordingly to new challenges while moving forward.
- That I can't control everything, that acceptance is a power, and that there is always hope.
- To be calm, adaptive, agile, to stay logical and open about my feelings.
- That normality can change in a split second and has to be reinvented starting from the beginning, it's all been like a shake-free earthquake.
- That I have to be ready to change my prospective asap and react to create value.
- That we have to always be ready for the unexpected and be able to react in a mature, authentic, resilient and adaptive way, seeing the good and the positive, giving priority to the vital and focusing on the basics.

- That we need to be able to change our way of life in the fastest way possible.
- To never take anything for granted, to use imagination to try and be prepared for new threats and challenges, and to share feelings, information and ideas with your team.
- That the world is changing rapidly every day and we must be sensitive, responsive and ready for this change.
- That things can really change suddenly and you always have to be prepared for that.
- That things can change suddenly and everything could be different to how it was in the past.
- Ho imparato che la nostra realtà può cambiare da un momento all'altro, serve grande flessibilità e spirito di adattamento.
- I learned to make less plans and live in the moment more, and to be more patient and kind.
- To be more patient, and to enjoy and appreciate life and what I have without waiting for the perfect moment.

30%

The third cluster of learnings is about you learning to deal with **REMOTE WORKING (14%)**, in a work-life balance perspective too:

- That it is possible and fruitful to use smart working to an unexpected extent.
- I learned about digital communication, why and how customers are expecting this communication, and just how many customers would like to communicate digitally.
- The pandemic was so sudden, terrible and surreal and we all stayed linked together through media, laptops and digitalization. This really helped share thoughts, support ideas and overcome this terrible moment for all the community.
- I learned that you can work in different ways and you can be in a team remotely. However, what remains is a great desire for socialization, physical contact and intimacy.

- How important it is to spend time with family and friends, which in turn makes you look at how you could better balance your work and social life.
- To appreciate the time spent between family and work more.
- To manage customers and colleagues in a different way, with a different balance between planning and field work, without losing the ability to transfer qualified information to my supervisor and colleagues.
- Remote working works and should be seen as a good option and not as a reaction. Technologies can build a new and more efficient urban life and we need to adapt fast.
- I learned how to reach customers not in person but through the web.

14%

The last cluster of learning you wrote about is about finding out you could make it through, and therefore your **RESISTANCE (10%)**

- I realized that I was more independent and autonomous than I imagined.
- I learned that we have mental barriers that are sometimes bigger than the physical ones, and that something what was considered impossible only a few days beforehand can become the new standard.
- That people under stress can act in an unpredictable way both in a positive direction and in a negative one. To be able to stop and think was powerful, I understood relationships at a deeper level, and realized that people are willing to contribute with the best part of themselves.

- That I didn't have to be morally downhearted but instead react by examining everything good that I could do and turn the situation into positive opportunities.
- I learned to better concentrate.
- That rules are important - especially when you have to teach cooking to your sons ;) - and that together we can win.
- To express my point of view without thinking that my points are stupid. I also learned to listen to others, find differences and try to understand them.

10%

A learning community

All of this has had an impact on our **Way of working**: it is now changing, evolving, becoming more flexible, inclusive, understanding, creative, respectful: everyone playing an active role.

But we have learned the most important fact: **the value of being a healthy, vital, lively Community**. This really can make the difference in critic situations! Experiencing collective empathy, cooperation, sharing fears and solutions, believing in the skills of others: all of this makes the community stronger and capable of coping with uncertainties.



The great majority of our stories are describing our learning as useful in making our **WAY OF WORKING** evolve in many different ways (75%)

- Our community became more sensitive around environmental issues and more collaborative, acting collectively for an issue common to all of humanity.
- We improved trust and collaboration.
- Our company is made of very positive people who reacted well to adversity.
- Reducing the continuous discussion with colleagues leads to having to decide without postponing decisions.
- We became more understanding with each other and by being closer to one another, really saw the inestimable value of teamwork and group power.
- I believe that this experience will help the community I live in as well as the 3M community since we learned to act with more understanding and empathy towards one another.
- There is big world of customers that would like to communicate digitally.
- I/we need to focus on this aspect as a company: we are a legal person comprised on many real people and the company would be hollow without its people. I will try to make a difference for the ones around me.
- The 3M community has to be conscious that everyone in it plays an active role for the community. Nobody can be passive just because 3M is a big company and it seems like it somehow grows by its own.
- 3M has been facing deep and continued changes in the last two and three years and we need to adapt. If we were able to adapt to Covid restrictions and changes, we will also be able to adapt to the continued changes in our company and we will be able to accept the new 'normal' we will come across.
- Inclusion and caring for diversity help 3M get more from collaborative teams.
- This situation helped the 3M community be stronger and more cohesive than ever before.
- We will be better listeners and stress less about the future that we are not able to plan.
- Covid gave a boost and helped people experience a different way of using e-tools.
- What I loved is that communication with the customer became about surviving together and encouraging each other through difficult times. This made our mutual trust stronger and 3M became not just a producer, but a friend in times of need. This is the kind of community I have created in these times.

- Quello che ho imparato può aiutare la nostra comunità a ripensare costantemente il nostro modo di lavorare, adattandolo alle diverse esigenze.
- This period allowed me to have more time to study and improve myself, I further raised my cultural and working level and hope to help improve and evolve our group and community.
- Since we came to understand the importance of life and relationships, we discovered ourselves, our power and team spirit.
- We are all more human, more attentive team leaders, more careful employees. Moreover, we have realized that we can change the way we are and the way we act easily, as long as we want to. This will allow a new normal, one which is more innovative and more open to change.
- Because of this situation I will have an improved communication with colleagues, and much more care and respect.
- We should change our way of leadership. As leaders, we need to be more emphatic, authentic, open to show our vulnerabilities, sensitive to feelings, inclusive and appreciative.
- I will be more effective during face to face meetings and I will be better at listening and appreciating different thoughts.
- We got closer, understood each other better, collaborated in an improved way, and helped each other towards achieving a common goal.
- The team is stronger, in suffering we grew.
- We had to be more creative with how we managed resources and time.
- We need focus in order to be good at what we are doing. We have learned to manage our time better.
- The team in the new South East Europe region will be able to connect and bond during this unprecedented pandemic focusing on the right common priorities, leveraging remote collaboration to ensure the team's overall success.
- Real learning is that our new approach is "observing out of our own perspective and understand innovative ways to be ready to react and participate building new reality."
- We can co-operate to achieve the same aim, we can work together and share because we are people that think and create for other people.

- This recent learning experience could help 3M invest in creating value for society and in taking care of the environment, green energy, and recycling.
- We are more flexible, oriented to team-work and willing to share experiences.
- We learned we could be close even while working in different places, we listened to one another and saw that everybody could be happy in their own life and thus could be more productive on the job.
- Collaboration and humanity are very important so we have to avoid unnecessary discussions. We all grow together and not as singles, if it weren't like this, when someone wins, someone else loses.
- To be able to stop and think was powerful, I understood relationships at a deeper level, and realized that people are willing to contribute with the best part of themselves.
- It is important to come back and have physical meetings in the office again. We also need a big party to thank our leaders for navigating through this difficult time and see all our colleagues again!

- Quindi per il futuro sarebbe ottimo cercare di lavorare un 50% dall'ufficio e un 50% da casa e cercare di essere più produttivi di prima, mantenendo una socialità in ufficio che è unica.
- The most important consequence is that each one of us developed a deeper sense of sharing aimed at working better as well as to think about the essential values in life.
- We are more aware that we can simply take off by using our imagination, collective power and science.
- All new 'normal' behaviors can help build trust, credibility and positive acceptance in the segment in which we are working.
- I found virtual meetings brought more equality and democracy because they allowed for everyone's thoughts, and differences can enrich us as a community.

The second group of stories tell us about the importance of such learnings as the **VALUE OF THE COMMUNITY ITSELF (15%)**

- I soon realized that my learning could help my 3M community in the new normal because each one of us is a part of the community and we can make the difference.
- We shared our fears, believed in our own skills and those of others. We must help each other regardless of our hierarchical roles. Look into our eyes and open ourselves to listening. We have to believe that the other wants the common good too.
- The working community has helped me a lot since it always felt like a company even if at a distance.
- We can learn a lot from each other and I was surprised to find a lot of collective empathy. There is a lot of power in our collective mind and soul and we should tap into that. I believe the new 'normal' at 3M will show a high degree of responsibility and respect towards others.
- Cooperation and collaboration are key, you can't change if you are alone.
- We have to really be part of a team going in the same direction, more able to listen to each other and to re-think the way we were working together in order to achieve our common objectives.

- The 3M community helps me a lot: it makes me feel part of something and gives me part of a normal life through the job and through many different types of meetings and trainings.
- We found incredible ways to cope with the uncertainties of a scary illness that brought away friends, parents and relatives and that made us unsecure. Together we kept on walking and we resisted. Together we helped each other as a community and we started thinking about a future in which we could give room to our development, to better balance our working life with the private one, to find new solutions and ideas and to implement them.
- We need to adapt to the new reality, to be resilient and willing to change again and again.
- In a remote environment, to be inclusive and engaging in order to avoid isolation is crucial (due to A3M too).

Our 3M community in 2022

Our imagination is a super power and it can help us design our new home according to our new awareness on the needs and wishes we have for our future professional life as the 3M SEER Community. This is how we imagine it: we would like to be part of an organization with a **Strong Identity**, ready to face the unexpected without fear, competent in security and environment, more resolute, agile and reactive in case of change; a more **Human**, sensitive, inclusive, grateful, collaborative company capable of team work, listening without judging and creating solutions for a safer world, and a more **Flexible** organization, allowing us to experience a more balanced life style, real inclusion and authentic human leadership.



STRONGER, READY TO FACE THE UNEXPECTED thanks to a stronger shared identity (35%)

- We will have a more resolute, agile and faster organization.
- Our community will be better equipped and prepared for any similar pandemic that might occur.
- Our community will be more agile and more positive and its individuals will give worth to every single action that others are doing.
- Well prepared from a digital point of view and will have a new work concept.
- Oggi, due anni dopo, la nostra comunità è più reattiva ai cambiamenti, meno impreparata e rigida verso il mondo che cambia velocemente.
- Things have changed and will continue to change and only those who have a great ability to adapt to the new realities as they come will be able to survive, similarly to what Charles Darwin taught us.
- Penso sia importante che singolarmente, e come azienda riusciamo a diffondere le nostre competenze in sicurezza ed ambiente.
- In two years our community will be stronger and more agile, it will be able to face all difficulties.
- We will be living in a better world where we have a stronger community identity, we are more engaged and working in this context will be easier since it will be adding value to ourselves, to our colleagues and to the overall community.
- The new normal should be a mix of smart working and real-life events to occasionally bring employees together.
- Our community will be stronger, better prepared to face new challenges and more equipped with knowledge, understanding and willingness to drive collaborative spirit and achieve success.
- Our community will be a real team. It will be more creative and innovative in the future.
- Our community built on Science will be even stronger, more technologically savvy, will rely on bigger and stronger foundations and be more Global and European.
- In two years, the speed of tasks will have change: weekly tasks will be looked at on a daily basis.
- This community will have an even wider field of view – an extra 'antibody' that strengthens our defenses :-).
- Brighter, we will be closer to each other with a more actual and stronger sense of being a team. We will be more focused and will be looking at, and already living, a new dawn.
- We will have to adapt to new models of collaboration and communication to which we were not used.
- In two years 3M will have discovered that those investing in renewable energy will have had a great advantage on those who didn't.
- We will recover from fear and use the uniqueness of individuals to work differently and be richer. A great gift arrived to give us by chance. The community is now more conscious and interacts on important topics, leaving behind useless thinking, actions and politics.
- In two years my community will be ready for anything.

stronger

MORE HUMAN, sensitive, inclusive, collaborative (28%)

- In 2022, when I'll be sitting on the bench with other colleagues in the garden we have around the building, I will think to at all those values I have learned and I will feel glad to have been gone through such a challenging time and having come out different. Now we are not afraid to talk, not afraid to slow down, and happy to understand that listening without judging is key in the world.

- Our community will be wider, creating solutions for the environment and for a safer, inclusive world. I will contribute to that with my openness, curiosity, power of inclusion and by leading others towards the united goal of healing the planet and creating lightning communities.

- In two years, the big discussions won't be about what we can change and achieve but about which important changes we really want to go after.

- Our community will be more peaceful, open minded and grateful.

- Our Community will be undoubtedly better: more human and less opportunistic!

- In two years 'normal' will mean: working as a team, appreciating the occasions during which you are at the office, accepting what you cannot change or do.

- Our community will be much stronger because we have learned that by helping people you help yourself.

- In two years, our community will be a place where you can be yourself and where you can contribute and design because you believe in it and in your super power.

- A new model for us and for the entire community because of the emphasis and focus on human resources, having understood its importance as the base for business opportunities for the future.

- I believe the new 'normal' at 3M will show a high degree of responsibility and respect towards others, community will be stronger, connected, wiser, and trust that new opportunities exist and will continue to exist. We will see the glass as half full :) while still carefully managing the existing risks.

- Our community will be happier, more engaged and will have witnessed a transformation in its leadership style, making 3M an even more attractive company to work for.

- More modern, more innovative, more technological and strangely enough, at the same time, more human. Good, positive things can come out from a great crisis.

- More resilient, kind, powerful, empathic and stronger as a team.

- In two years our community will be much more united and will share the idea that the company is a big family and collaboration is necessary for everyone's success.

- Focusing on the human aspect rather than on the results.. Our community will be more sensitive to social issues and helping others. We will be spending more time on 3MGives activities, on understanding the feelings of others and really show respect towards differences. This will create a compassionate ecosystem for our people and our environment.

- In two years we will be more aware of our weaknesses but also of how we can defeat them together.

- Our community will be an inclusive place where everyone feels at home and no one feels alone.

- In 2022, 3M will be a very strong community, with friendly relationships between all members, and a positive and ethic approach to the business.

- Our community will be more connected, striving to reach the same goals, having stepped far away from egosystems, and all in one ecosystem.

- In two years, my community will be a Human Community, not just a professional one.

- Our community will become more sensitive around environmental issues and more collaborative, acting collectively for an issue common to all of humanity.

more human

Having a BETTER LIFE STYLE, balancing work and life and being much more flexible (20%)

- Our community will be more agile, flexible and collaborative than before, capable of finding new ways to do our job and business.
- Both the company and society will be more flexible and sensitive to the right balance between work and family life.
- Our 3M community will be using smart working extensively whenever possible.
- In 2022, I expect that the relationship between work and life will be balanced for everybody. There will be no need to require exceptions, to justify and to explain and there will be real inclusion because this balance will become a standard status for everybody.
- The experience with Covid, which was sudden, has driven immediate reactions and we have learned to adapt ourselves to the new scenario. This enabled to design a new normal, balanced way of work.
- In two years the world will have changed, videoconferencing will be the standard, there will be less cars, less pollution, more connection worldwide, a more flexible, and better, workstyle.

- Our community is going to be better adapted to change and more agile in reactions.
- More flexible and the output quality will be much higher compared with the previous regular working style.
- In two years, we will have become calmer, more focused and our perspective will be clearer. We will manage to finish our work tasks faster and better.
- Our community will be more agile, resilient and more uniform in responding to priorities, ensuring optimum performance through strong collaboration and authentic human leadership!
- Stronger because nobody will be running to get everything done in life and at work and people will be closer to one another.
- In two years, our community will have found a better work-life balance compared to pre-Covid times. Without this ordeal it would have probably taken more time.
- I see us being more digital, data driven, agile and with a better work-life balance.

better lifestyle

In this chapter we have gathered a bit of all the voices in the community: go and search for your own story among all the others. Because it takes all stories told to build a narrative both harmonious and consistent.

Credits

Video p.10 – Giacomo Cattaneo

Illustrations p.12, 15, 20, 21, 23, 28, 29, 34, 38, 41 – Sara Serravalle

Ms Ardern's Facebook streaming video was edited and shared online by The Guardian.

Yuval Harari's interview was shared online by CBC News: The National.

A Journey to broaden our horizons: 3M and crisis management

by Daniela Aleggiani

The world is facing a difficult period that made us question many aspects of our life and work. With the spread of the pandemic, 3M had to define specific priorities. All 3M plants around the world are working hard and will continue to do so, pursuing the goal of doubling the production of masks, in order to safeguard operators' health while keeping prices at pre-pandemic levels.

To achieve these important results, we start from an important standpoint: safety first and the awareness that we have the role to give our best as a company. We decided to face and share all feelings as a team. Together we worked on what we experienced and are currently experiencing as a community.

Our Journey Home program was born from this need: a journey through the emotions of people who decided to tell others about themselves. People from several countries, in different personal moments, who embraced a path of understanding and openness.

We have learned a valuable thing from this exchange: feeling safe, involved and free to create is possible even in an emergency. We just have to transform our unique and personal past in a universal message.

Today we want to share our special journey with you. We hope our words will be helpful, prompting you to share what you feel. Because no journey is too long if we walk together.

**With the collaboration of
Fondazione 3M**

Via N. Bobbio, 21 - 20096
Pioltello (MI) Tel 02.70351
fondazione3m@mmm.com
www.fondazione3m.it

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