

The Future of Work podcast is a weekly show where Jacob has in-depth conversations with senior level executives, business leaders, and bestselling authors around the world on the future of work and the future in general. Topics cover everything from AI and automation to the gig economy to big data to the future of learning and everything in between. Each episode explores a new topic and features a special guest.

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Jacob: Welcome everyone to another episode of the Future of Work Podcast. My guest today is Ann Anaya, the chief diversity officer at 3M. Ann, thank you for joining me.

Ann: It's my pleasure, Jacob.

Jacob: Why don't we start with a little bit of background information about you and 3M for people who are not familiar with the company.

Ann: Sure. I'll start with my background when I joined 3M and then we can talk a little bit about 3M. I joined 3M six years ago. I am a lawyer by trade, I was a trial lawyer both in state and federal government for 20 years. Six years ago, I was looking for a change in my career path and applied into legal affairs for 3M, specifically into their compliance and ethics division of legal affairs and so I worked in legal affairs for four years and was very active in the diversity and inclusion committee in legal affairs and when this position came open, the chief diversity officer position, I was asked to consider it because of my work in the legal affairs diversity and inclusion space.

Ann: We put together a maturity model survey for measuring the inclusiveness of legal affairs and that then was used throughout the corporation. At the time, the senior vice president for HR asked me to consider this position because of that work and my passion, my commitment to the community and just my advocacy in the space of diversity and inclusion.

Jacob: What about 3M because I'm sure there are some people who maybe are not familiar with the company but are probably familiar with some of the products and the things that you guys do.

Ann: Yeah, so I was born and raised here in Minnesota, Saint Paul, Minnesota and 3M is one of our ... we are very proud of this corporation. It's a gold standard employer for ... well, around the globe but it's very well-known here in Minnesota as a gold standard employer. In fact, one of the reasons I applied here was because my uncle actually worked on the production line here and my aunt started out her career in the mail room at 3M but 3M is a global company with 93,000 employees and we have footprint in about 70 countries around the world and I think we are well-known for our Post-it note. Many people know that product but we are not as well-known for our other products.

Ann: We are involved in the health care industry and I should say that all of our product lines and our businesses align to our mission which is improving every life and we do that through science and you may have heard the tagline science applied to life. That's really what we do as a company as we use science to improve lives around the world. In one way, we do that in our commercial space and then of course, we have health care products, wound care and drug delivery products for example. We're also involved in industrial products and energy products, transportation products. When you think about 3M, you should think about many ways in which your life is made easier through the things you touch, so for example, your cellphone.

We have many products inside the cellphone and one of those products is a product that allows for less use of ... less power needed to brighten your screen and we do that through a film that is used to brighten the screen and the color so you can see more vivid color and the battery last longer.

Jacob: Very cool so 93,000 employees, you guys are a massive, massive company.

Ann: Yeah.

Jacob: I heard of the Post-it story, from what I understand, correct me if I'm wrong, isn't the story of the Post-it that it was created on accident?

Ann: Yeah, so it was created by an individual, Art Fry on his 15% time so we have a culture here of using 15% of your time in a way that contributes to the community in an innovative way and he created the Post-it note as a way to keep marked pages in his hymnal at church. All things adhesive at 3M, that's a big piece of our history so started as a small company in Northern Minnesota in the iron range area of Minnesota, Northern Minnesota in creating wet sandpaper and then increasing that intellectual property and innovation for adhesives into many, many areas of industry.

Jacob: Very cool and we'll definitely talk about that 15% time a little bit as well, later in the show. First, I'm really fascinated how you went from being a defense lawyer and prosecutor to being involved in the diversity space. How did that switch happen? Did you just one day decide while you were in court, like I can't do this anymore.

Ann: No. Think of ... and this is something that is very important for the topic of the podcast which is the future of work. When you think of how we limit ourselves in our professions, we do that by, well, this is what I was trained for or this is what my degree is in or this is what I have my experience in. Instead, we should be thinking about our skillsets. As a lawyer, one of the things you do is you advocate for a position and you do that through influence and often times you do that by diving deep into data and making a factual persuasive argument but there are also many times where you're doing it just by influencing people's hearts and minds through stories.

I'm a Mexican-American. I've always been committed to equality in both my community and in my profession. Equality is something that made me interested in practicing law to begin with but when you think about the justice system and how it applies to people

differently based on their backgrounds and experiences, one of my passions was all about equal justice and ensuring that we all are treated equally under the law. I was a defense lawyer and a prosecutor, both again defense lawyer in state court and providing specialized services in the Hispanic community to start out with but then moving over into state prosecution because I realized I could have more influence in the results of justice with the discretion of a prosecutor.

Ann: Then, after 9/11, the Department of Justice and our US Attorney was looking for experienced trial lawyers to investigate and prosecute terrorism cases. I was recruited over into the US Attorney's Office here in Minnesota and work there for 11 years. The latter part of my career there was focused on major white collar and complex crime. After the banking crisis in 2008, there was a fair amount of investigations, investigative work to do related to bank fraud and bank conspiracies. I was very focused on the banking regulatory structures and worked for a year at the US Treasury Department on a special project related to oversight of banks and bank regulations.

When I was finishing that project and coming back to Minnesota, I decided I was going to try a new opportunity, a stretch and apply my skillsets in a way, that was new and different but could do what I've always set out to do which is to make positive change and as I said, I knew 3M to be a gold standard employer. It's a company that is well-known for its ethical business and commitment to really doing business the right way. I applied to 3M not knowing anybody. My aunt and uncle are no longer with us but received a callback and an offer and started like I said in the compliance section of the legal affairs division. It wasn't that I was tired of doing trial work. It was that I wanted to apply my skillsets in a new and different way but to continue to make positive change.

Jacob: I really love this story because it's something that I've talked about for a long time and that is don't focus so much on your job as much as you should be focusing on your skills because your skills can be applied to many different jobs but if you only view yourself as a lawyer or a marketer or somebody in sales, then you kind of pigeonhole yourself but if you instead just look at the skills that you have and how you can apply them to different areas, you'll see that you can fit into many different jobs and many different roles. I love that you are able to make that pivot and apply those skills because I don't think people do enough of that.

Ann: No, that's absolutely right and you hear the phrase, upscaling so often now and what does that really mean because the future of work and upscaling are often in the same paragraph. What it means in my view is that we ... when we think of positions, we think of what skills are necessary to accomplish a goal or to accomplish change and those skills may reside somewhere in your corporation, in a way that aren't fully utilizing those skillsets. I think upscaling at least one way to think about it is each individual having an exploration of their own skillsets and understanding what can I do to best leverage those skillsets and apply them where they are needed for the future of work.

Jacob: Do you have any advice for people, because I'm sure there's a lot of people listening to this who are thinking, you know what, I have a broad range of skills and I would like to experiment or do something else or kind of unpigeonhole myself. How do you make

that shift, I mean, anything that you can share around how you made that shift, maybe other people can learn to do the same.

Ann: Yeah, so back to my champion, Marlene McGrath who offered me this role, two and a half years ago, she was really talking me ... she was a lawyer also before she became an HR professional and so she shared her journey in explaining to me how I should expand my possibilities. What she focused on is something we all need to take pause and I think appreciate about our skillsets is we are really good at things that we have passion for. I have a passion for equality and for being a champion for the underrepresented or those that don't have a voice at the table. I have a passion for that and so she saw that passion and she saw how I applied it in the diversity and inclusion space, so that's number one, what's your passion?

Then, what are you ... we all know that we're really good at some ... a handful of particular skills and one of the things that I am fortunate to have as a skillset that I do well at is the ability to influence change and doing that through advocacy. Yes, those are skills for a trial ... a lawyer, a trial lawyer or a litigator but those are skills that we use in so many other ways. Number one, passion. Number two, what skills do we really have that we're really good at? Then, finally, I would say, where can we take our experiences and apply them in a way that there is a need to make change. This position two years ago, we're on this maturity journey of raising awareness of diversity and inclusion but what we needed to do is we needed to move away from awareness, a necessary piece in any journey is to raise awareness.

Then, the next phase is action. In addition to my ability to influence through advocacy, what she saw is a result oriented person. I come from a blue collar family and we're all about doing a good days work and seeing the fruits of that labor. For me, to move from awareness to action is just a natural piece of accomplishing a goal. I need to see results and those results have to work toward an end goal. That's how I'm ... my genetic makeup requires me to act in that way. Those are the three pieces, I think when you're thinking about the future of work and upscaling or reapplying based on skillsets what's your passion, what are you good at and what do you do? What experiences are natural to you that will add some value where there is a need.

Jacob: I suppose you also need to take that leap to actually do something about it so to apply for that other job, to have these discussions, to move into that other area that you're potentially interested in.

Ann: Yeah, courage. All this takes courage.

Jacob: Courage, there you go. Yes.

Ann: Yeah.

Jacob: I like that. You also mentioned that you had somebody who believed in you and kind of supported you during that journey, so it sounds like people who are listening to this who

are leaders inside of their organizations, they also have some responsibility to recognize that in their people and to encourage it and not to stifle it or go against it.

Ann: Absolutely, so we all need champions. We can't do it alone and if you're a leader or even if you're a co-worker, we need to push others toward that stretch and then support them while we learn and grow and then I think it's also true that we need to understand that that is an ongoing process. The idea of stretch, support, repeat and in that process, the support piece comes with an acceptance that sometimes we will fail and we have to as a society understand that there is no growth without failure and to look at failure as learning as opposed to something negative that we should avoid.

Jacob: Well said. Yeah, I couldn't agree more. I have failed many, many times during the course of my career and yeah, it's a necessary part of the game. I know there are a lot of people listening to the show who are in HR but there are also a ton of people who listen to the podcast who are not in HR.

Ann: Yeah.

Jacob: For the people who are not HR professionals, what do they need to know about diversity. How would you explain what diversity is and why is it so important for people who maybe are not aware of the concept?

Ann: I'll start with answering the question, what is diversity and inclusion and that is no small question or endeavor because when you think of a global company like 3M, how to define a thing like diversity and a thing like inclusion is something that has to be very intentional and aligned with your corporate goals and missions and priorities. We worked with ... this is going to tie back into skillsets. We worked with the design team and communication team to come up with a global definition for diversity and for inclusion but when we put those definitions in place, we aligned those definitions to our culture project. We just went through a new culture refresh.

We aligned it with corporate initiatives and corporate communications and we aligned it with the design team's work on our brand. The idea was to have definitions that can be embedded into all things 3M and the end game here is that diversity and inclusion will not be separate and apart from our processes or our brand or our initiatives. It will be a part of all that we do and all that we are. Diversity is all about demographics and inclusion is about our environment or the atmosphere we create in our workplace. There is no one without the other. You can't have an inclusive workforce if there isn't diversity within the workforce and you can't be inclusive without the diversity of ideas, perspectives and backgrounds. You won't benefit from diversity, inclusion unless you have both.

We define diversity broadly, to include all the dimensions of diversity that are relevant around the globe but appreciating that for example something like LGBTQI in some places that's not yet heart of what we can be open and public about. We're very proud of our employee resource networks, we have nine networks and they are global and we're expanding our pride network around the globe. We appreciate that not in every

place, can you be open about that dimension of diversity. You have to be ... we have a consistent definition of diversity and inclusion but it has to be sometimes tailored to the culture of that particular region or country.

Ann: That's what diversity and inclusion is. Why is it important, again, we'll go back to the future of work because the demographics of our workforce are changing, our customer base is changing and we need to mirror both of them.

Jacob: When you say the customer base is changing so you mean, if we have dynamic customers and we have dynamic employees, this is something that we need to focus on, just because of these changes that we're starting to see.

Ann: Well, we know ... There has been over a decade worth of research about the fact that diverse companies and diverse leadership teams result in more growth, higher profits, more innovation, more creativity, so that's the business case for diversity and inclusion but moving beyond that, thinking about a corporate brand and attracting the best and the brightest, people who are looking for opportunities want to find a commitment to diversity and inclusion in the companies or the institutions that they're applying into. There is an expectation that employers have a demonstrated commitment to diversity and inclusion and that attracts the best and brightest talent.

Jacob: In other words, your employees are actually asking for this and your prospects are asking for this as well?

Ann: Absolutely, when we think about how we show up 3M to customers and to future employees, one of the things, one of our priorities that we want to communicate is exactly related to our commitment to diversity and inclusion. How are we ... what evidence is there that we are truly committed to diversity and inclusion so you can point to external awards or recognition, you can point to the commitment internally to our employee resource networks but however you show that commitment, it is a priority for people when they're choosing what corporations they want to work in and also for customers, their choosing, they have choices about where they do business and some of those choices are made on the brand commitment to diversity and inclusion.

Jacob: Customers are asking for this too, not just your employees and prospects.

Ann: Yes, so you have the business case, you're going to perform better but then you also have the case of what ... and both future employees and current employees and also customers are searching for when they are interacting with the business.

Jacob: It's clearly something that obviously organizations need to pay attention to, if employees and customers are thinking about it and actually asking and demanding it.

Ann: Yeah. One of the other things we're doing with diversity and inclusion is we are connecting inclusive behaviors to well-being in the workplace. For example, we used our occupational medicine MDs and some of our colleagues in Japan to connect with neuroscience the idea of inclusive behaviors, both your own and your colleagues leading

to your well-being and the well-being of your colleagues in the workplace and so if ... once you accept and you understand that premise, your own commitment to inclusive behaviors not only makes the workplace a better place to be in, a better environment but it also physiologically aids in your own well-being.

Jacob: Can you share a little bit about some of the programs that you guys have going on at 3M, so how do you emphasize or focus on diversity, is it in the hiring practices? Is it in how you build your teams? How do you really make this come to life inside of 3M?

Ann: Sure. The first thing we did is we put out goals related to diversity and inclusion and in 2015, we declared a sustainability goal to double our pipeline of diverse future leaders. We declared the goal and we are transparent with the progress towards that goal and that's a global goal that we review quarterly with our HR directors and HR managers and those results are treated like other business results. We expect progress each year toward that goal so that's diversity. Then, on inclusion, we measure inclusion with an engagement survey and we work toward making progress on all feeling included in the 3M workforce and measure that with an inclusion survey so we have a diversity index and inclusion index and both of those metrics are used in strategic planning throughout the corporation globally.

Jacob: Can you share what some of those goals are because maybe people want to have similar goals at their company.

Ann: Sure. When we look at the diversity index, we're not just looking at hires so we want the overall representation to increase, double the pipeline but we also look at promotions, and we look at turnover. One of the things about diversity and inclusion is you can bring diverse employees in but without inclusion your turnover rate is going to make it all for naught because they're going to leave. Looking at both hire, development, promotions and turnover is what's important for making progress on the diversity index. For the inclusion index, we have the overall measurement but we have inclusion teams in place around the globe that respond to those lower scoring portions of our inclusion index.

Put together strategy related to those lower scoring responses and that just varies around the globe as to what areas we need to make progress in. Generally, what we're measuring in inclusion is the feeling of belonging. Do you feel like you belong at 3M and that you can contribute and thrive to your highest level at 3M.

Jacob: That was actually going to be my next question is you have 93,000 people and how do you scale diversity around the world because ... is it the same thing for example in the United States, is it in Europe, is it in Asia or maybe the Middle East or is the way that you approach it in different parts of the world different?

Ann: The science of inclusion is universal. That's why when we talk about the connection of inclusion and well-being that's something that universally is applicable and is important for our employees. The dimensions of diversity vary. There is a true constant gender and as I indicated, there are initiatives around the globe, related to LGBTQ and also, people with disabilities. The other dimensions vary. In some places for example, they have

programs related to indigenous quotas. In some places, they have counting of dimensions of diversity based on skin color, Brazil for example.

Ann: It just varies. When we talk about the demographics or the definition of diversity, each country really has their own definition about what they're counting, what would be more diverse demographically speaking. The important thing is that they are paying attention to it and that they are appreciating the value in having a workforce that is diverse.

Jacob: You mention that you are in the role for six years. Before you were the chief diversity officer, was there somebody else in that role or was this just something that 3M as a company wasn't putting too much emphasis on?

Ann: Yeah, I've been in this role for two and a half years.

Jacob: Two and a half years, okay, sorry.

Ann: Yeah. Yes, there was someone before me in this role and that person was an HR professional who did great work in raising awareness and getting us to the place where we actually declared a diversity sustainability goal. When she retired, the opportunity was to continue the momentum of the awareness and move it into action and so that's what I've tried to do in the last two and a half years and believe me, there is so much work to do. We're proud of the accomplishments we've made but we know that there is so much opportunity to make more positive change.

Jacob: When you say, there so much work to do, why is there so much work to do in this space, is it because people don't understand it? Is it because they're not embracing it? Why is it such a challenge for so many organizations to just kind of get on board with this and everybody agree to it.

Ann: Well, I'll give you my first ... my impression that I have developed in the last two and a half years, has two parts. The first part is we are ... as a people, we are ... I think it's just natural to be comfortable with people that are much like yourself. When we are endeavoring to bring new people in and endeavoring to promote people or develop people, oftentimes, in the rush of things, it's more comfortable, quicker and probably in some instances we feel safer in the familiar. Familiar oftentimes means people just like ourselves. That's just a human nature response. I think the other piece of my answer is more about knowledge experience and feelings safe.

That is, that the more we are around people that are different than ourselves, that experience and knowledge building, the more safe we will feel in appreciating what I am convinced is a fact and that is when we have the luxury of diversity of perspectives and voices and backgrounds around us, we make better decisions. We're more creative. We solve problems, we haven't been able to solve before and we do it more effectively and more efficiently. I think there has been a lot of thought around surround yourself with experts and surround yourself with people that have skills other than yourself.

Ann: Growing from that, that point of view, we also need to understand that surround yourself with all those people but then surround yourself with people that are very different from your own educational background, that are very different than your own for example, ethnic or racial background so that's the rich tapestry I think that we need to create when we're creating a workforce, when we're creating a team, when we're putting together people on a project to solve a problem, rather than the go to, we want all of the individuals to be like the last team or the last group of people on a project. How about try something very different and look for new approaches that would yield smart different results.

Jacob: Yeah. I mean, I couldn't agree more and I've had a couple of people in the diversity and inclusion space on the podcast who echoed very, very similar sentiments. I mean, I think you touched on something important which is that basically, part of this is you're teaching people to be uncomfortable because you have to surround yourself with people who are not like you and nobody wants to be uncomfortable so sometimes it takes a little bit of pushing to get people out of their comfort zone.

Ann: Yes. I would also say that I think we perhaps have this aversion to be, being uncomfortable but I think back to the future of work, we have to become much more comfortable with new and different because there is so much new and different coming.

Jacob: Yeah, especially with all the changes that we're seeing. If you're only happy in your little bubble, I think you're going to be in trouble, not just inside your company but just professionally in the future I think you're going to struggle.

Ann: Absolutely.

Jacob: I know there are plenty of people listening who are wondering what's the business impact or the ROI of this and I've heard conversations around this quite frequently as well. How do you explain the value of this, is this something that you're trying to measure inside of 3M or how do you justify the ROI or business impact of diversity and inclusion?

Ann: Well, we know ... For example, we take part in the McKinsey study. We are the recipients of the catalyst awards so those focus ... those both focus on gender, diversity but we also know from research and from our own internal data that teams do better, corporations do better when there is intentionality about diversity, about decision makers. The return on investment I think that business case has been made over and over again, whether it's Harvard Business Review, Fortune, Deloitte, you can go on and on. What we also wanted to do other than the ... it's the right thing to do and it's a good business decision, we wanted to make it a motivator for the individual contributor so that's why we focus on the science of inclusion and your own well-being.

When you act with inclusion, you are going to be experienced better well-being. Beyond that, I would also say the return on investment is ... as we search for ways to accomplish our mission, to improve every life, how do we do that unless we seek out new and

different perspectives and backgrounds to continue to move towards improving every life. We have to get new perspectives in to be able to accomplish that mission.

Jacob: What is it like to work at 3M, just generally speaking in terms of culture, perks, benefits, is it open floor plan for everybody or what's the general environment of what it's like to work there?

Ann: Well, so I've traveled a lot in this global position and there is a core culture of 3M and at the center of that core is integrity. I think that's one of our strengths in our culture and there is also this idea of 3M global employee population does feel like a family, meaning there's always someone there to help or offer assistance in some way or offer an opinion or to help in the creation of something new. There is a lot of comradery and each of the campuses around the globe, you can feel that sense of being in a 3M place of business because of that comradery so that's another real strength for us. Then, finally, there is this spirit of innovation.

Using science to be creative in a way that helps improve every life and people are proud of the idea of a company that is positioned to make that bold statement that we want to improve every life. Those are our three I think core strengths and then what's also nice when you travel around the globe and you go to a 3M campus, each campus has its own flavor that is influenced by that culture. For example, when you ... I recently did a trip to Korea and the culture there is that, they go to a specific sea food place and you're really treated like a family member and ... not so welcome there and I think that's all with regards to this core culture of comradery.

It's defined differently based on specific culture which is I think the beauty of a global corporation. You can have a consistency in your culture with the ability still to allow for a different take based on culture to still make the 3M experience relevant there.

Jacob: What about the perks and the office design all that sort of stuff? What does that look like?

Ann: Well, we are remodeling, many of our buildings are from the 60s here on the 400 acre campus in Saint Paul, Minnesota. Some of the buildings are new but the corporate buildings are older so they are redesigning them to have a more open space. Even in the open space design theory, I think there is some question about the usefulness of open space based on some individuals not being able to have private conversations or discuss confidential documents so I think that's always in a state of flex of how do you ... what's the best approach to a workspace. It's like I said a big campus, 400 acres with many buildings, a brand new research building but it's not a modern campus in like a Google or Facebook kind of approach. It's more traditional with modern updates.

Jacob: You guys aren't going crazy with like free food and massages and mechanics and ...

Ann: No. Goats, eating the grass instead of mowers, none of that.

Jacob: Yeah. I heard stories about that too.

Ann: Related to benefits, we have 14 weeks of paid maternity, paternity leave and an ever growing emphasis on how benefits can be more aligned with expectations of newer employees and making it much more flexible schedule of work so being able to have flex time in where and how you do your work. Generally, I would say that the environment of 3M and approach towards benefits has been really traditional but certainly over the last ... well, for the six years, I've been here, an increasing focus on how to offer benefits that really make a difference in the newer employee's ability to manage a work life balance.

Jacob: Earlier, you mentioned this idea of 15% time and I know Google use to have 20% time which I think they've since gotten rid of, if I remember correctly but can you share a little bit about the 15% time, why you started it and how exactly it works?

Ann: Yeah, so it's one of the McKnight principles and it's been around for a long time and it really is just that you reserve 15% of your time to either volunteer in the community, to be in a ... on a team or in a place where it's not your traditional role and responsibility but that you're using that time to be creative or to work in new and different ways than your full-time permanent role and responsibility. The idea is your ... we hire smart people and we trust them to get all their work done but when you're hiring smart people, you also need to allow for them to develop themselves and to contribute, this idea of a purpose at work, goes beyond your day to day responsibilities.

It might include how you want to contribute to those less fortunate in the community or it could be that you have ... you're currently in a role that utilizes some of your skillsets but not all of them and you want to continue to maintain the skills, maybe from a previous experience or that you've always wanted to be involved in a project like maybe it's a black belt project and you've never had the opportunity so ... that you're spending your 15% time on developing and pursuing that interest.

Jacob: How do you measure that and how do employees actually use that? I don't know, I'm just thinking like if I work at 3M and you're my manager, do I say, "Hey, Ann, I'm taking 30 minutes today to go to this meeting as part of my 15% time." Do you track it and measure it, how does it actually come to life?

Ann: Yeah, so it should be part of the discussion of a supervisor and a direct report and should be a part of that employee's goals for the year and there should be recognition for it and that's ... the expectation is that, it's as important as your major role and responsibility to be involved in a way that contributes back or develops you in some way. We're moving toward a kind of an anytime feedback I guess is the phrase, for supervisors and direct reports that there's an ongoing conversation about development rather than once or twice a year that there is an ongoing conversation that allows for that individual to find the best opportunities for development, relevant to their career aspirations or their own personal circumstances. That's how ... we don't keep charts of it or there isn't a punch card or anything. It's just a conversation and an understanding with supervisors and direct reports.

Jacob: Okay, so it's talking about it. I mean, it's not like I can just go into a room and watch Netflix for one hour a day, right?

Ann: No, that's not going to be. that's probably not going to go over well on your one on one with your supervisor because we want to align that 15% time with the mission of 3M.

Jacob: Okay.

Ann: Generally, if it's improving every life, your Netflix binge watching isn't going to improve many lives.

Jacob: Got it, got it, so it ties back to the purpose of the organization and it's something that you have discussion with your supervisor or your manager so you ... it's contributing towards your development in other words.

Ann: Yup or contributing back to the community.

Jacob: Okay, okay, perfect, that makes sense. I know that the idea of psychological safety is also very important for you guys and I think if I remember correctly you guys are actually using science to improve psychological safety so can you talk a little bit about what that is, why it's important and what are you doing with a science and psychological safety?

Ann: I think psychological safety is ... it's on the radar right now, people are talking about it and it really is this idea of, is there a safe place at work to show up as who we are? Is it safe to disclose that I have a disability? Is it safe for me to speak up when I see somebody, one of my colleagues is doing something that's contrary to the code of conduct. That's the general idea around psychological safety but we wanted to take that to the next level so we don't want people just to feel safe to speak up. We don't want people just to feel safe to self-disclose. We want people to not only feel safe but to encourage others to feel safe, so moving beyond my personal conduct to an expectation of all and that includes being an active bystander for example.

It includes creating that safe space because I don't think any company has developed a secret sauce or secret ingredient recipe for creating a safe space at work. It's a multi-pronged approach and it has different facets so yes, we want to be sure to make sure we work in a place that people feel, they won't be retaliated against. That is mere ... that's merely just responding to regulatory requirements and legal requirements. We want to go beyond that and allow for ... of course, people shouldn't be retaliated against but people should be rewarded for having the courage to speak up or to hold others accountable.

The science behind it again, we're working with our occupational medicine folks, on the psychosocial hazards in the workplace and how we can identify those hazards, how we can do knowledge share about those hazards and then how to change behaviors related to those hazards. That's a component of our approach that is also global. We have psychosocial hazard regulatory requirements that are newer around the globe and so we want to respond to those regulatory requirements but also move beyond that and inspire abroad or approach, again, moving in this direction of the science of inclusion to minimize stress and anxiety and exclusion at work is to minimize those psychosocial hazards.

Jacob: Maybe last question for you before we jump into some fun rapid fire questions for you.

Ann: Yeah.

Jacob: That's looking at the future of diversity inclusion. If you were to look out maybe five, 10 years what do you see happening? Is this going to be top priority for companies? Is technology going to play a role in this? Where is all this going over the next five years or decade?

Ann: Yeah. I mean, technology is a really good example of how we'll have new challenges so as we automate our decision making with artificial intelligence, is that algorithm ... are those algorithms influenced by bias? Who are those code writers and whether or not the code has in itself a bias. We as humans know that when we make decisions, those decisions are influenced by bias but the same is true of an algorithm and what is unique to humans is, we actually have a conscience but artificial intelligence does not.

Jacob: Thankfully, it does not, although some people say in the next 15, 20 years, you never know, it might happen but thankfully yes, right now, it's the human piece that matters quite a bit. Okay so now I just have a couple of fun rapid fire questions for you before we wrap up the podcast. The first question for you is what would you consider to be your greatest failure?

Ann: There are so many. Truly so many. I wanted to be a judge for so many years, so many years and was a finalist a number of times. I don't know if this is a failure but it was a disappointment that I was never appointed as a judge but I realized now and I guess, this is relevant to our conversation and to your listeners, if I would have had that opportunity, I would never be sitting here at 3M as the chief diversity officer. Although it was something that I aspire to be and I still believe that I could have contributed a lot to serving as a judge, I would have never expanded into the role I have now and I would have never had the opportunity to make the change I'm making now here at 3M.

Jacob: What is your most embarrassing moment at work?

Ann: I was in front of a jury trying a case and there was an electrical plug in the middle of the floor when I was doing my closing argument. I tripped over it and fell in front of the jury.

Jacob: That is a good one.

Ann: Yeah, that was a be at the back.

Jacob: I like that one. Okay. That's a good one. What's your favorite business or non-business book?

Ann: I like Bossypants.

Jacob: Okay. I know that book. Best mentor you've ever had.

Ann: Well, the best mentor I ever had was a federal judge, he's a retired federal judge now, Michael J. Davis. He was my trial advocacy teacher in law school and I was his judicial clerk and the best advice he ever gave me, I said to him who ... he was the first African-American federal judge here in Minnesota and he had a mighty struggle to get to where he was and I think one time I made a comment to him of how nice it must be to all of his naysayers and all of his success, how gratifying that must be and he corrected me rightfully and said, no, I'm at a place where those naysayers don't matter to me anymore.

Jacob: I like it.

Ann: Yeah.

Jacob: I've had my fair share of trolls over the years and plenty of naysayers so I can very much relate to what he said. The last question for you, if you were doing a different career, what do you think you would have ended up doing?

Ann: Well, I really have always wanted to be a docent in an art museum. If I would have chosen my career over again, I maybe would have done art history and I would hang out in art museums and tell stories.

Jacob: Very cool. Yeah, the story element was pretty important in the business world so I could definitely see that. Well, Ann, where can people go to learn more about you and 3M? I know you're on LinkedIn but anything that you want to share with folks please feel free to do so.

Ann: Yeah, go to our website, consider 3M a place for employment obviously and also, I just love to continue the conversation so any information you can share on LinkedIn, that would be great and I also appreciate that you're doing this because the idea of the future of work is something that we all should be focused on and to have that focus include the important topics of diversity inclusion is of course essential.

Jacob: Absolutely. Thanks for the plug for the show. I agree. I mean, the Future of Work is a big ... I mean, everybody has got a future at work, right? Things are changing, it's something we all got to pay attention to. Ann thank you so much for taking the time out of your day to chat with me. I really appreciate it.

Ann: It's my pleasure. Thanks for having me.

Jacob: Of course, and thanks everyone for tuning in. My guest again has been Ann Anaya. She is the chief diversity officer at 3M and I will see all of you next week.