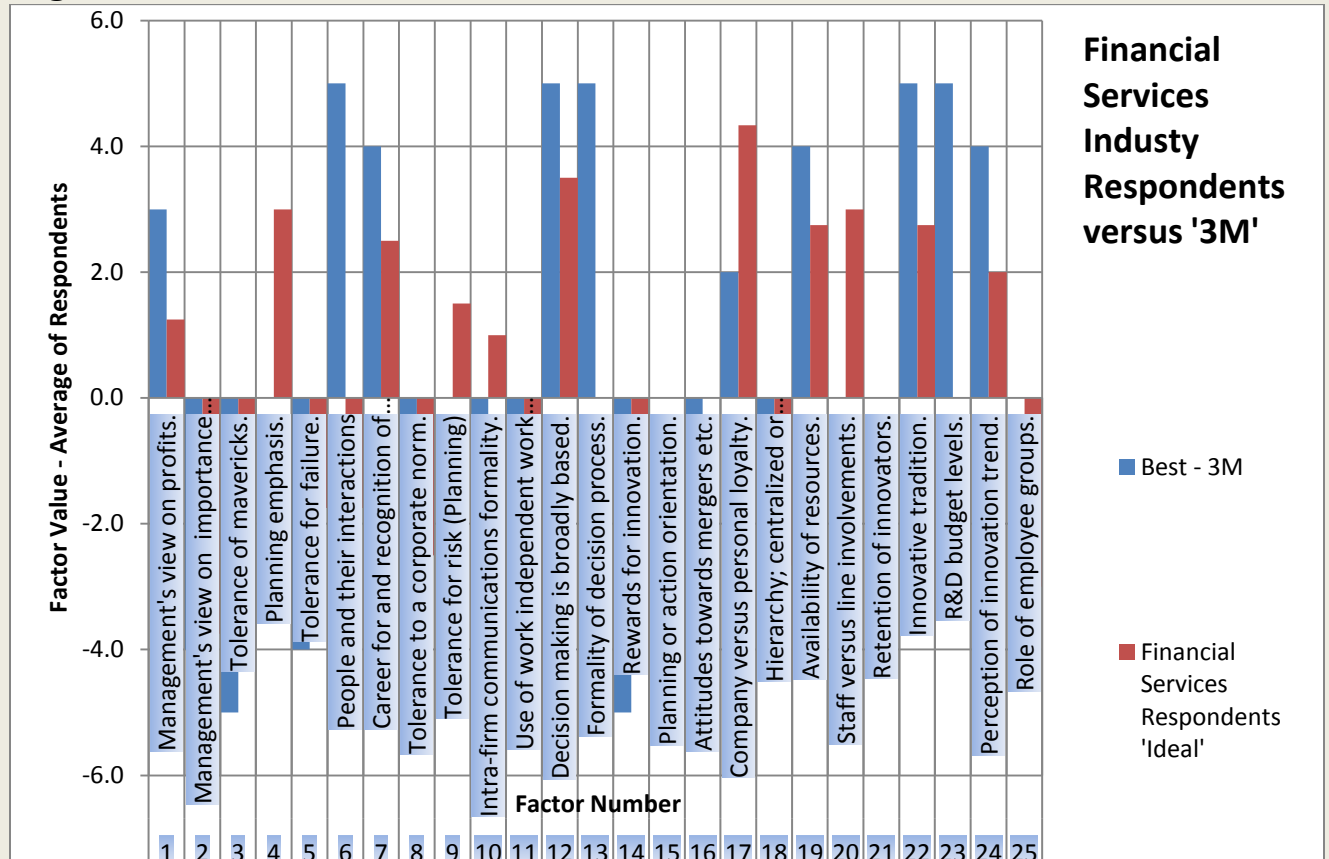


Financial Services Industry Segmented Results



Financial Services Industry Respondents versus '3M'

■ Best - 3M
■ Financial Services Respondents 'Ideal'

What can be learned from this industry-specific result?

- Not surprisingly, '3m' has a longer term view of profits than those in the financial services (FS) sector – F#1. Focusing on quarterly results is a characteristic of the FS industry
- Mavericks are more 'tolerated' in the '3M' model – F#3. 3M is explicit about their impact.
- Planning in the FS sector emphasizes cost reduction more than the search for new opportunities – F#4
- Failure – F#5 is more tolerated – recognized - in the '3M' model – much less so in the FS industry
- Management of people and their interactions – F#6 – is dramatically less important in the FS segment as is the Factor (#10) relating to intra-firm communications. Both Factors are interrelated
- Highly formal decision processes are present in the FS segment and not so in the '3M' model – F#13. 3M is known to emphasize the importance of 'smallness' and decentralization
- Attitudes towards mergers and acquisition – F#16 – are more flexible in the '3M' model
- R&D spending is, perhaps as expected, quite different from the '3M' model – F#23. 3M is known for its R&D focus. The FS sector is not known for R&D although it is known for its innovation in terms of new financial instruments; some successful, others disastrous

For other Factors the results are comparable. Innovation is important, tolerance for risk is equivalent, and rewards for innovation are comparable.

Learn more by completing the ISA survey and contribute your view! Let us know if these results typify your situation. Contribute 'Your 'Ideal' and your 'Reality'.