



MANUFACTURING  
INDUSTRY

28,000+

EMPLOYEES



GLOBAL  
ROLLOUT



# Hilti Corporation

a Situational Leadership® Success Story



# At a Glance

With their distinctive red logo and commitment to quality, our client, the Hilti Corporation, is among the most recognized and trusted manufacturers across the construction industry. Providing building essentials from bolts and drills to asset management software and on-site testing, Hilti leverages their experience and ingenuity to “passionately create enthusiastic customers and build a better future.”

Founded in 1941 in Liechtenstein, Hilti evolved from a homegrown family business into an award-winning multinational industry leader. Dedicated to progressive and sustainable practices, they value integrity, teamwork and first-rate solutions. Operating in over 120 countries, Hilti invests in its success and that of its people by building high-performing global teams through training and leadership development opportunities.

## Challenge

- Support continuous growth with a single performance framework and vocabulary
- Drive the organization’s performance-based culture with training
- Build competencies and develop managers internally
- Support global employees with translated training materials

## Results

- Adopted Situational Leadership® as the standard leadership development model and single language of performance
- Trained 6,000 employees since 2014
- Certified over 130 internal trainers
- Translated Situational Leadership® programs into nine core languages for global training

## Solution

- Operationalize the Hilti Leadership Model by supplementing with the CLS Situational Leadership® Model
- Implement *Situational Leadership®: Building Leaders* and companion courses
- Certify internal client trainers
- Translate Situational Leadership® programs into localized languages for global training

## Products

- *Situational Leadership®: Building Leaders*
- *Situational Leadership®: Taking Charge*
- *Managing Conflict Effectively*
- *Situational Leadership®: Building the Organization*
- iSitLead®

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# The Challenge

As a performance-based company experiencing dramatic growth in both people and reach, Hilti believes “training has the ability to drive the culture” of success. Their unique organizational structure enables staff to laterally change roles every three years, highlighting the need to calibrate performance efficiently. Unfamiliar roles for transitioning leaders or new hires require swift adjustment to change, unfettered delivery of commitments and synchronized compliance with company goals. As Global Learning Business Partner Rehan Arif asserts, “First-line managers need to know how to lead now.” To that end, Hilti sought a mechanism that would expedite the performance learning curve and align individuals to corporate objectives with a flexible methodology and a consistent lexicon.

Because 80 percent of Hilti’s leaders are developed internally, General Manager Mutaz Almaani believes, “Leadership development is critical to building competence and growing managers from within.” Strengthening a leader’s coaching skills with direct reports would promote employee engagement and goal attainment. Hilti’s ideal solution would aptly transform development discussions into exceptional performance by replacing the guesswork or habitual leadership style with one customized to the specific task.

Hilti also sought to cascade the solution down to individual contributors to encourage active participation in their own performance development journey. Enabling employees to determine their commitment and motivation for a task with the same model and vocabulary as their managers would create a mutual view of achievement. Communicating the amount of direction or support needed from their leader would result in a more relevant interaction.

With Hilti’s multicultural employee base speaking a number of different languages, providing training in native terminology was also important to the client. According to Eivind Slaaen, Senior Vice President of Human Resources and head of People and Culture Development, “... we feel like you have to do it in a language that people fully understand, because that’s the reality.”

Additionally, Hilti sought a renowned leadership development partner that could integrate a solution with their current training initiatives and provide tools easily administered on the floor or in the field.

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# The Solution

Hilti's strong foundational culture demanded a more versatile solution than the model they had previously used for over a decade. With its broad application and flexible approach, The Center for Leadership Studies' (CLS') Situational Leadership® Model appealed to Hilti as a more realistic scope of performance and "better fit" for their organization. In 2014, Hilti upgraded to the CLS Situational Leadership® Model thereby commencing our relationship.

*"Situational Leadership® gives us a road map for how to behave, provide perspective and approach a new way of thinking, as well as how we react to one another."*

Partnering with CLS, Hilti certified its own facilitators to implement the *Situational Leadership®: Building Leaders* and *Situational Leadership®: Taking Charge* programs globally. Hilti relies on the courses for 50 percent of learning transfer with the other half administered by managers after the program. They connect the training to supplemental materials that address setting expectations and answer, "What does this mean to Hilti?"

Specific to Hilti North America (a key influencer of the global markets), the *Managing Conflict Effectively* pilot course and *Situational Leadership®: Building the Organization* program were delivered. *Managing Conflict Effectively* teaches participants to reframe conflict as a constructive means of problem solving and improving. Geared toward an executive-level audience, *Situational Leadership®: Building the Organization* parallels the Situational Leadership® methodology with Transformational Situational Leadership® as it prepares attendees to identify challenges, assess Organizational Performance Readiness® and apply strategies specific to the company's needs.

Because Hilti is largely driven by Sales and Marketing, they chose to also link their internal sales training to Situational Leadership® with activities and a coaching plan for facilitators to teach their Area Sales Managers (ASMs). With the goal for ASMs to "accurately identify the behavioral Performance Readiness® indicators for specific development tasks that support business targets," Situational Leadership® was able to bridge their internal content to the model.

*"Situational Leadership® has been an integral part of improving our coaching culture. Usage of the various leadership styles has increased team members' engagement into the decision-making process, helping us become more collaborative in our approach to change."*

Arif regards the training as "a complement to many other things" they do at Hilti and believes it "creates a common language, easily used for providing feedback." Situational Leadership® has provided the means for them to quickly acclimate to new roles and adapt to change during a period of rapid growth.



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# The Results

- Situational Leadership® greatly impacted the reduction of “time to performance” for many salespeople
- The language of Situational Leadership® has permeated the organization’s development discussions
- An estimated 6,000 Hilti employees have been trained in Situational Leadership® programs
- CLS has provided courses translated into nine core languages for Hilti’s global delivery
- Hilti is utilizing iSitLead® for on-the-go reference and sustainment

According to Almaani, adopting the CLS Situational Leadership® Model was an easy transition with its “logically sound, intuitive and grounded” framework. Since replacing their former coaching model with the CLS Situational Leadership® Model, Hilti attests to “improved employee engagement” proven by some of the highest ratings they have seen to date, including increased scores for team leads in the last three years. The client believes it has led to “increased development” as evidenced by the shortened time frame for bringing Account Managers (AMs) “100 percent up to speed.” Instead of six to eight months, Hilti is seeing performance-ready AMs in four to six months.

Terry Copley, head of Learning Solutions and Experience, shares that Situational Leadership® is now ingrained in everything Hilti does — from onboarding and retention to employee engagement and coaching sessions. They are appropriately using the model to identify where individuals are for a specific task and eliminating personal bias by coaching to that task. As a marker of its relatability, Hilti also confirms the language of Situational Leadership® is permeating the organization’s daily discourse in field rides and coaching interactions. In an annual organization-wide development discussion on potential and capability, they are incorporating the Performance Readiness® Level descriptors of “ability and willingness” to build a plan tied to the Situational Leadership® process.

An estimated 6,000 Hilti employees have been trained in Situational Leadership® courses which CLS has provided in nine core languages for global delivery. Participation in the fundamental *Situational Leadership®: Building Leaders* course has resulted in task-specific diagnosis between leaders and followers. *Situational Leadership®: Taking Charge* has empowered employees to negotiate a reciprocal leadership approach from their managers based on their own Performance Readiness® for a task. Additionally, mandated use of the iSitLead® app during coaching touchbases has allowed for mobile and immediate execution of the Situational Leadership® methodology to guide expectations. For Hilti North America, *Situational Leadership®: Building the Organization* has helped bring them near to goal for expanding their reach by 20 percent thus far.

Hilti predicts their leadership training is on track to produce agile leaders with improved critical-thinking skills. After converting to CLS’ Situational Leadership® Model, Slaaen remarked in a 2018 Association for Talent Development article that, “Developing people and achieving outstanding results has been the basis of our leadership model for years, and it’s built into performance management.”

With its stellar performance culture and pursuit of excellence, Hilti only considers top-tier vendors. In all regards, CLS’ selection as the preferred partner for Hilti’s leadership development training is a privilege we value. Committed to an enduring relationship with Hilti, CLS actively works to exceed their expectations with devoted customer service and best-in-class programs.

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