



CUSTOM
PROGRAMS



HILTI

Hilti uses blended IMD course to develop up-and-coming executives

Construction technology giant Hilti recently commissioned IMD to create a business education segment for its graduate trainee program. IMD had to provide the best and most impactful learning experience, while allowing participants to continue to do their jobs wherever they were in the world. IMD's Global Leadership in the Cloud online-based programs made it possible for individual online units to be used on their own or combined with other modules and offerings supporting on-campus sessions. IMD provided individualized feedback throughout and there was ample opportunity for group and pair work with other participants. The modular nature of the program made it possible to adapt it to Hilti's company strategy.

Overview

Context

Hilti commissioned IMD to create a business education section of its graduate trainee program, which it runs to turn high-potential executives into the company's future leaders.

[Page 3](#)

Challenge

The challenge was providing the best and most impactful learning experience but also allowing participants to continue to perform at their jobs all over the world. [Page 4](#)

Custom approach

IMD responded by taking parts of its highly-personalized online-based programs and adding on-campus learning to create a curriculum that was 100% tailored to Hilti's needs. [Page 5](#)

Impact

The online learning gives the participants a theoretical basis in business fundamentals then they come to IMD to work on applying and consolidating what they have learned. [Page 6](#)

“ Thanks to the way our programs are put together, we could do something similar to what we did for Hilti for any organization. But the program might end up looking completely different because every company has different DNA. That's the beauty of this type of learning customization.



Martha Maznevski
Professor of Organizational
Behavior and International
Management
IMD

Context



The use of components that can be separated and recombined has been a game-changing development for industries from cars to computing. Known as 'modularity', it has been the subject of many a lesson at IMD business school. Now IMD has begun experimenting with what modularity might mean for training executives because organizations increasingly want to combine the best of digital online courses with the best of face to face.





Challenge

Construction technology giant Hilti recently commissioned IMD to create a business education section for its graduate trainee program, which aims to turn high-potential executives into future company leaders. The challenge was to provide the best and most impactful learning experience, while allowing participants to continue to do their jobs wherever they were in the world. IMD's Global

Leadership in the Cloud online-based programs met that challenge by making it possible for individual units to be used on their own or combined with other online modules, and by providing on-campus sessions.

Custom approach

The 24 Hilti participants began by undertaking the 'strategic thinking' and 'being innovative' units of IMD's Global Leadership program over six weeks in their own locations. They then travelled to Lausanne for a week of intensive sessions at IMD on subjects like strategy, emerging markets, speed, leadership, digital transformation and organizational change. They also spent a day in the mountains that tested their limits, leadership skills and self-awareness.

After the week on campus, Hilti's up-and-coming execs returned to their offices and completed another seven weeks of IMD's online-based courses covering finance and how to lead strategic initiatives. IMD coaches continued to provide individualized feedback. There was also ample opportunity for group and pair work with other participants.



Impact

Eivind Slaaen, Head of People and Development at Hilti, said the course successfully combined theory with experiential and peer learning. Participants were given a theoretical basis up front and then went to IMD to work on applying and consolidating it. The modular nature of the program made it possible to adapt it to Hilti's company strategy, he added. Participant Jerome Darbre, who works for Hilti in Zurich, said the online segment allowed him to learn a great

deal without taking time away from the office. The on-campus part gave him an opportunity to build on the virtual interactions and connect face to face with colleagues from his company's far-flung offices.



Develop your people, transform your organization

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Your journey

IMD can partner with you at every step

Are you looking to develop the individual capabilities of your people in areas critical for growth? Or are you considering a deeper organizational transformation, where you question the very purpose of your business?

Whatever your aspirations and needs may be, we can develop fully customized programs for you that reflect the opportunities and challenges of your organization.

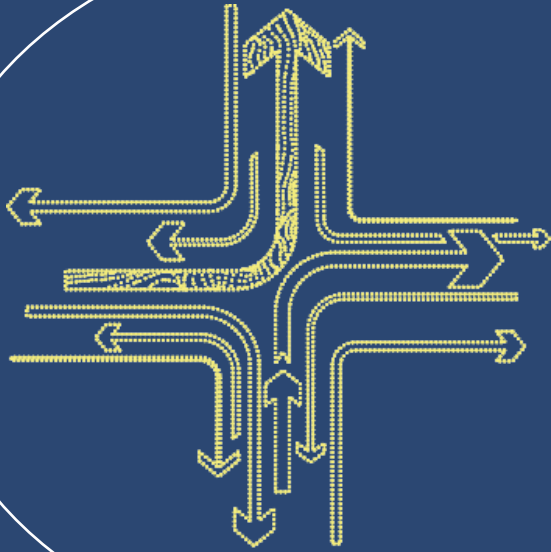
Working closely with our world-class faculty from day one, you will design together learning solutions that meet your unique objectives and deliver the highest impact.

Context

You gain a clear understanding of the objectives you want to achieve as an organization.

You develop new insights on your business as we challenge your assumptions, reframe your perspectives and uncover new growth areas and blindspots. Together, we define what success should look like as we co-design your learning journey.





Transformation

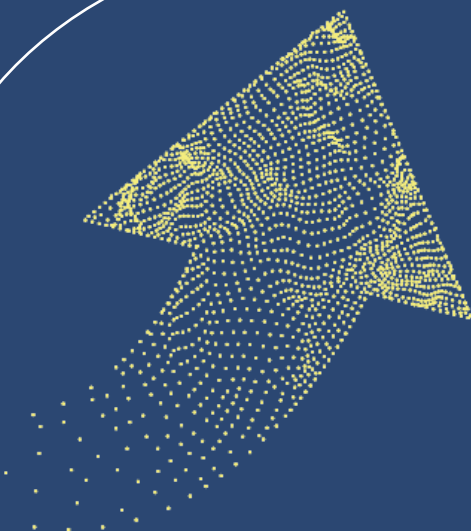
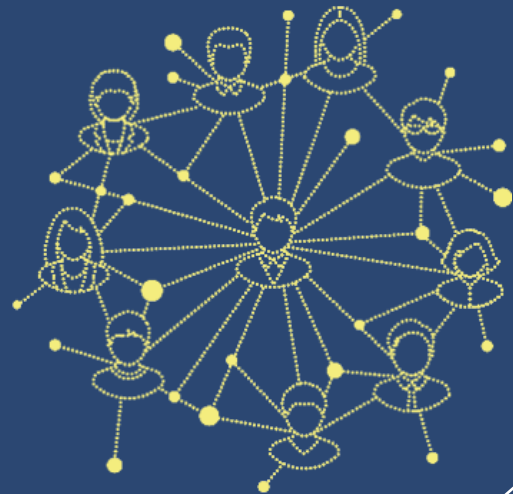
You build the case for change and a detailed action plan associated with key areas of choice.

You explore and identify alternative directions in which leaders could take the business, and specific areas of choice moving forward. You build an aligned view of what it will take to be successful in the future and reshape your organization's strategic, organizational and leadership agenda accordingly.

Capabilities

You develop the capabilities of your people in areas critical to your future success.

You empower your people to realize your organization's ambition by developing their capabilities in areas such as strategy, innovation, leadership and change management. The top team cannot succeed alone. You energize and align your people around a shared commitment moving forward.



Impact

You create lasting impact as your organization sets out to lead and drive change.

What you learned and created at IMD becomes ingrained deep into your organization. You embed new ways of working and foster an agile organizational culture ready to embrace the future. We allocate time, resources and processes to facilitate and track your implementation progress.



IMD is ranked **1st**
in open programs worldwide
Financial Times 2012– 2016.



The IMD Difference

IMD is a top-ranked business school.
We are the experts in developing global leaders
through high-impact executive education.

Why IMD ?

- » We are 100% focused on real-world executive development
- » We offer Swiss excellence with a global perspective
- » We have a flexible, customized and effective approach

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