



PERSPECTIVES AND EXPERIENCES FROM AN IN-HOUSE CONSULTANT

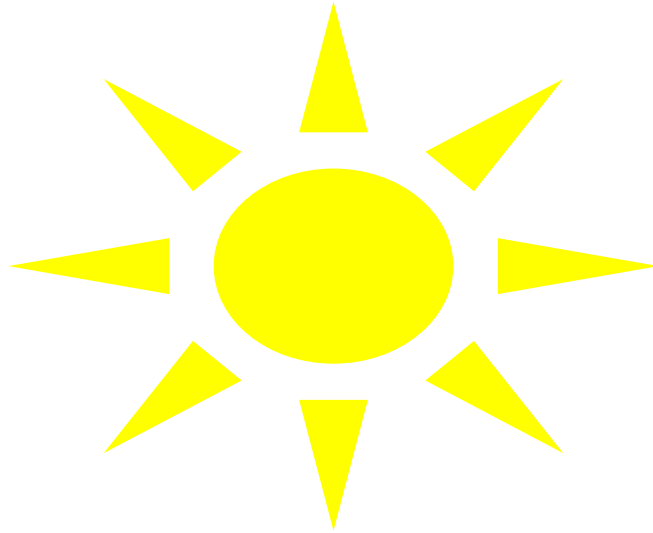
LPPDE VIRTUAL SUMMIT, APRIL 3RD 2025

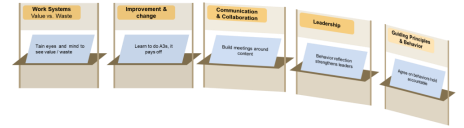
Matthias Paetow (Senior Lean Manager, HILTI)

Last update: 02.04.2025



SATURDAY MORNING





MAKING CONSTRUCTION BETTER

- System solutions for construction professionals
- Founded 1941, Liechtenstein
- Sales CHF 6.4 billion (2024)
- About 34,000 team members
- In over 120 countries
- Direct customer relationships



SYSTEM SOLUTIONS FOR CONSTRUCTION PROFESSIONALS

Our hardware



Our hardware offering includes a vast selection of tools and solutions for construction professionals

Our software



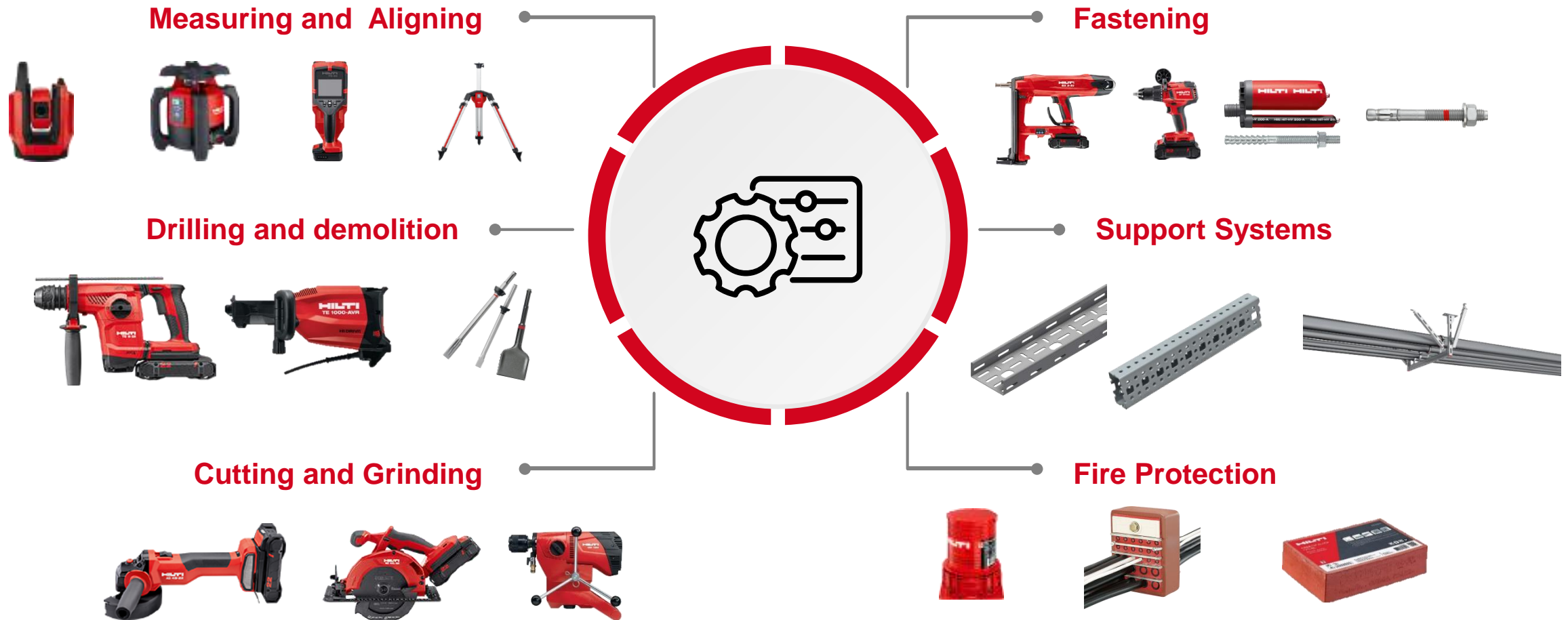
Our software offering helps our customers make the most of our tools and improve their own operations

Our services

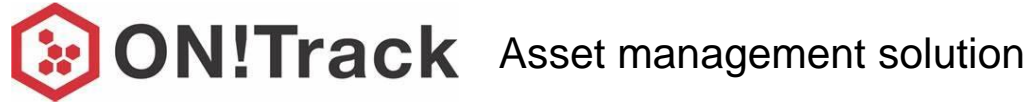


Our service offering provides technical support for our customers' projects and tool park

OUR HARDWARE



OUR SOFTWARE AND SERVICES



Asset management solution



Project management and construction site collaboration solution



Profis Engineering

Code-compliant anchor design solution



Fleet management:

Lease and manage tool park tailored to customers' needs



Tool repair: Provide repair service via our repair centers

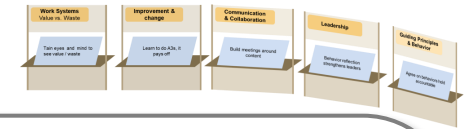


Engineering, Design & Modelling Services: Support with cross-functional teams to improve project productivity

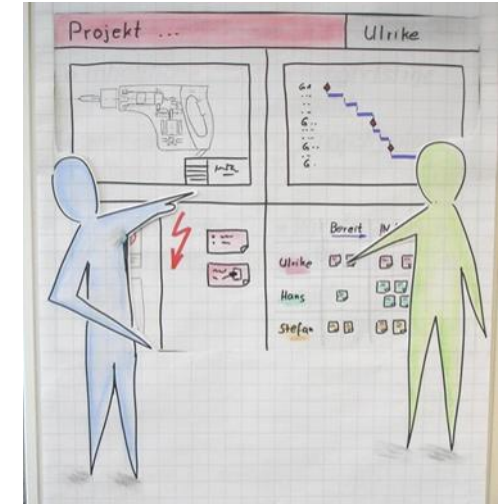
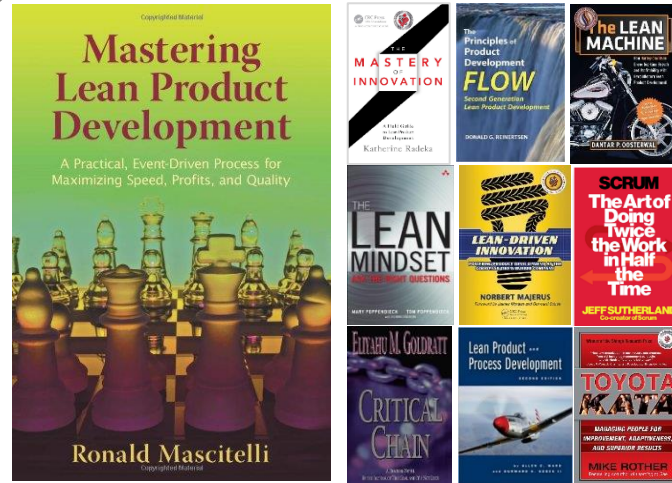


Prefabrication Services: Support with specialists to leverage the benefits of prefabrication

START INTO LEAN



How did you learn Lean?
What were your 1st steps?



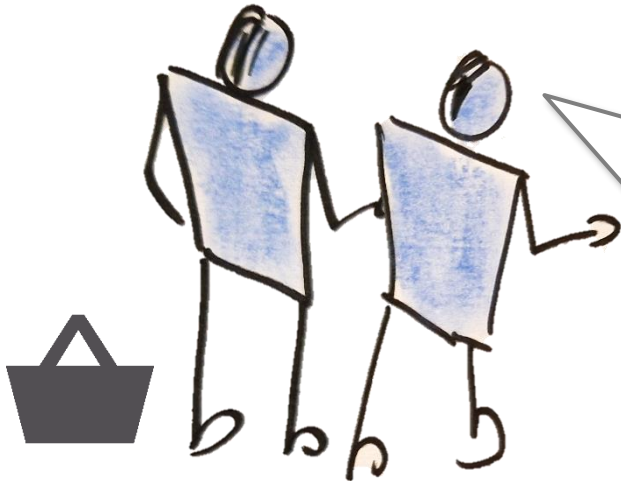
1

- understand effects behind methods and frameworks
- choose what fits you(r) organization and get started



LEAN

How has Lean at Hilti evolved and how about Lean in R&D?



- Traditional start inspired by Toyota Production System
- Over time, the focus changed from Lean tools to
 - People and their behavior
 - Systems as integrated collection of tools, methods etc. to accomplish relevant outcomes
- Lean for Business Units (incl. R&D) requires translation

How **leaders** align & engage people and keep systems running

Leadership

Work systems

How we **work** and create value today

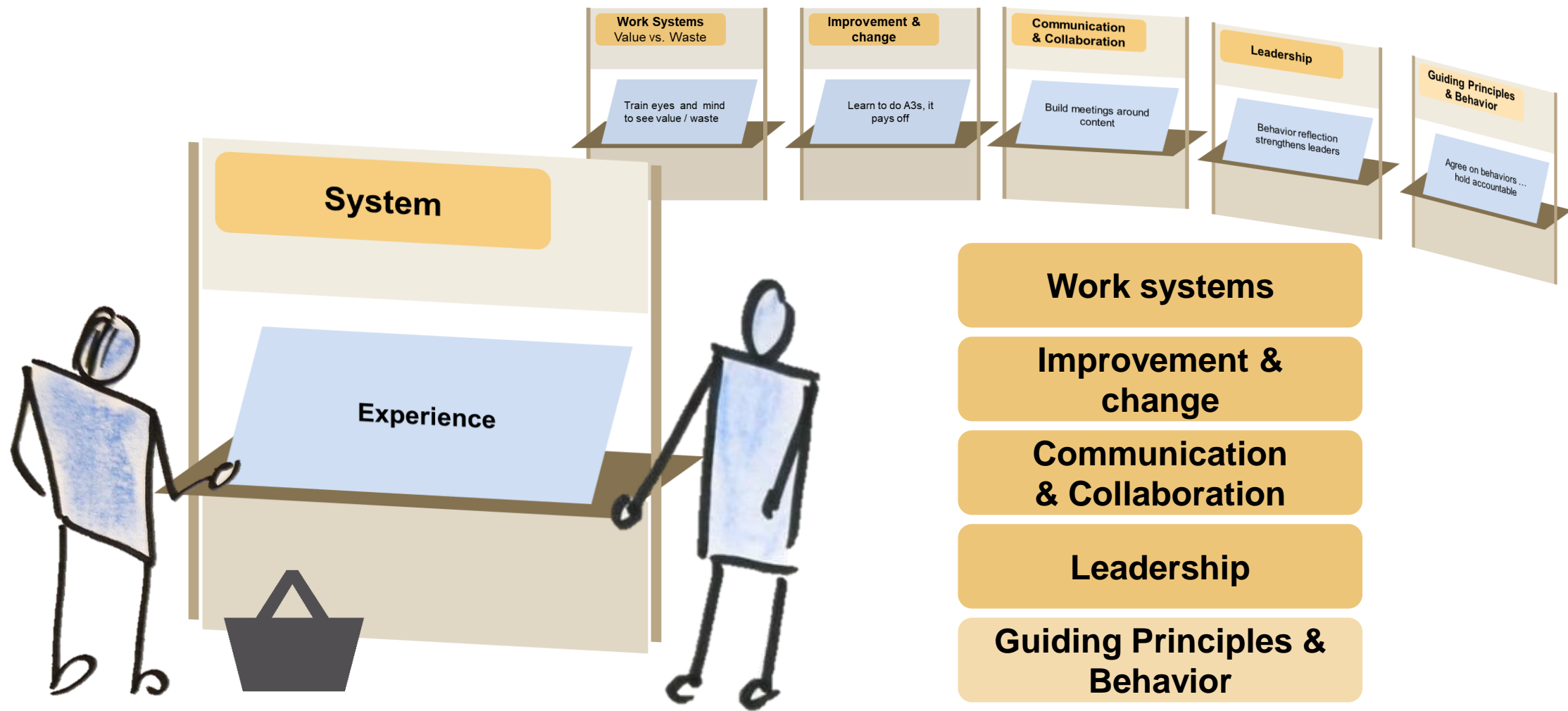
How **people** interact, exchange information and take decisions

Communication & Collaboration

Improvement & change

How we **change** to work better tomorrow

HERE WE ARE

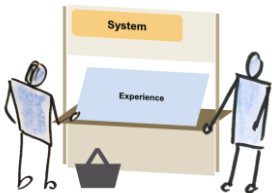
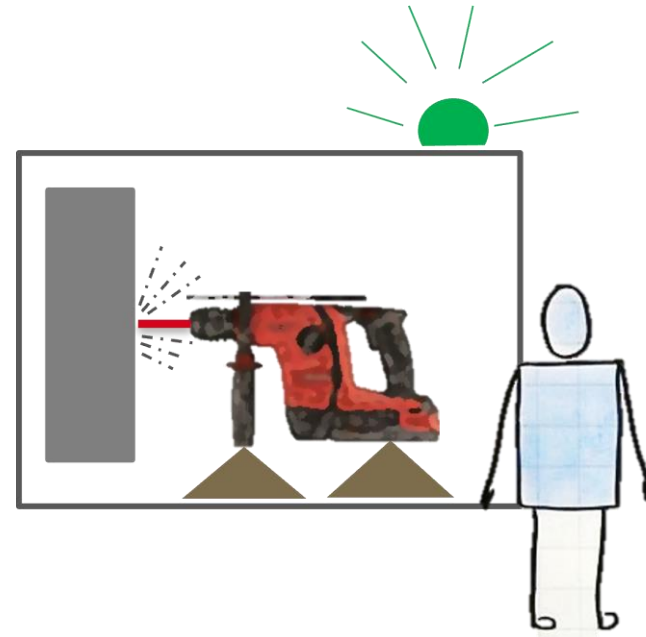


WORK SYSTEMS

VALUE, VALUE STREAM AND WASTE

Dimensions of **Value** in R&D:

- **Value** content of the product (Value engineering)
- **Value** streams of our customer
- **Value** stream of supply chain / manufacturing (Design for Lean manufacturing)
- Knowledge **value** stream (growing value from project to project)
- **Value** and waste in the project itself

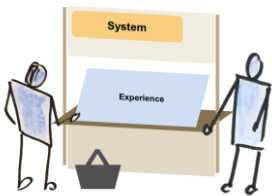
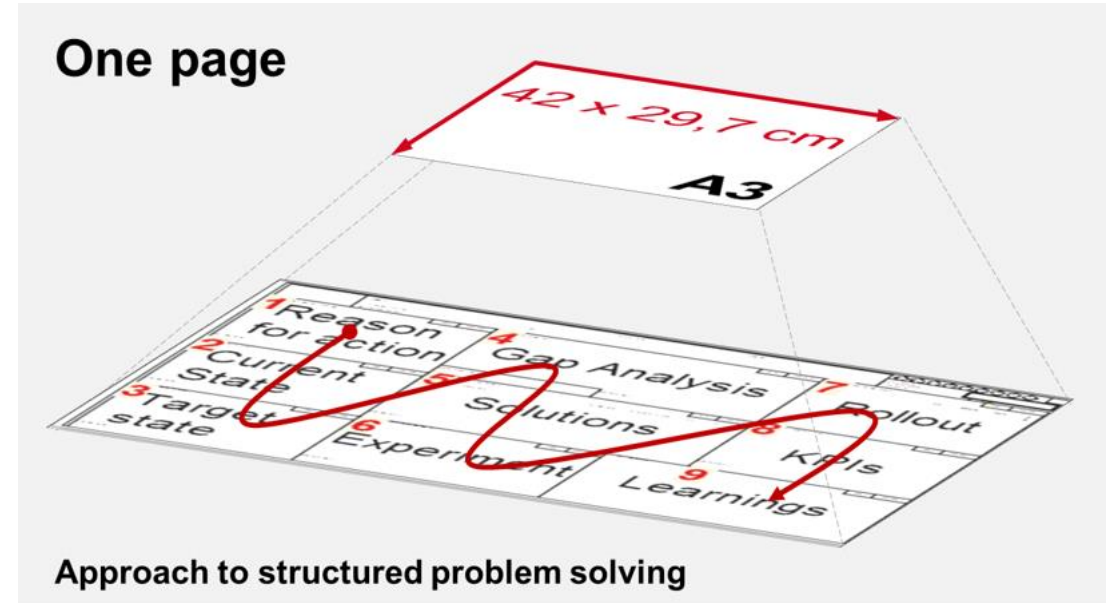
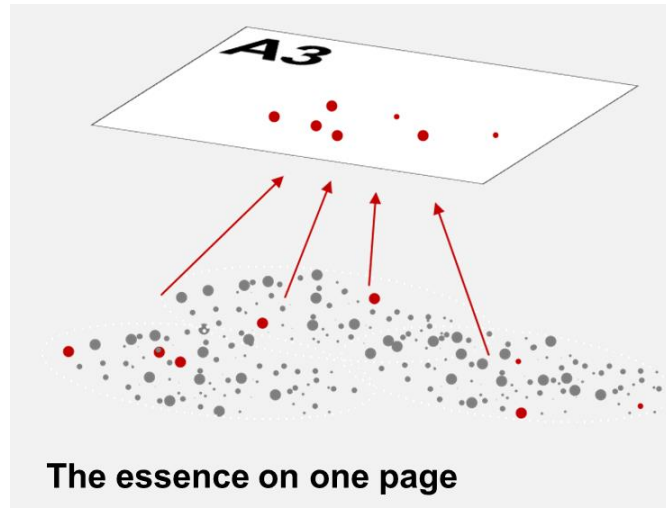
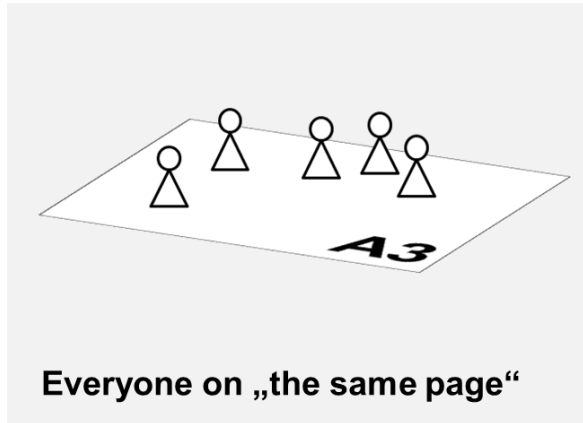


2

- R&D has to deal with multiple value streams at the same time
- Seeing value / waste takes training for eyes and minds



IMPROVEMENT AND CHANGE IT'S (NOT) OUR NATURE

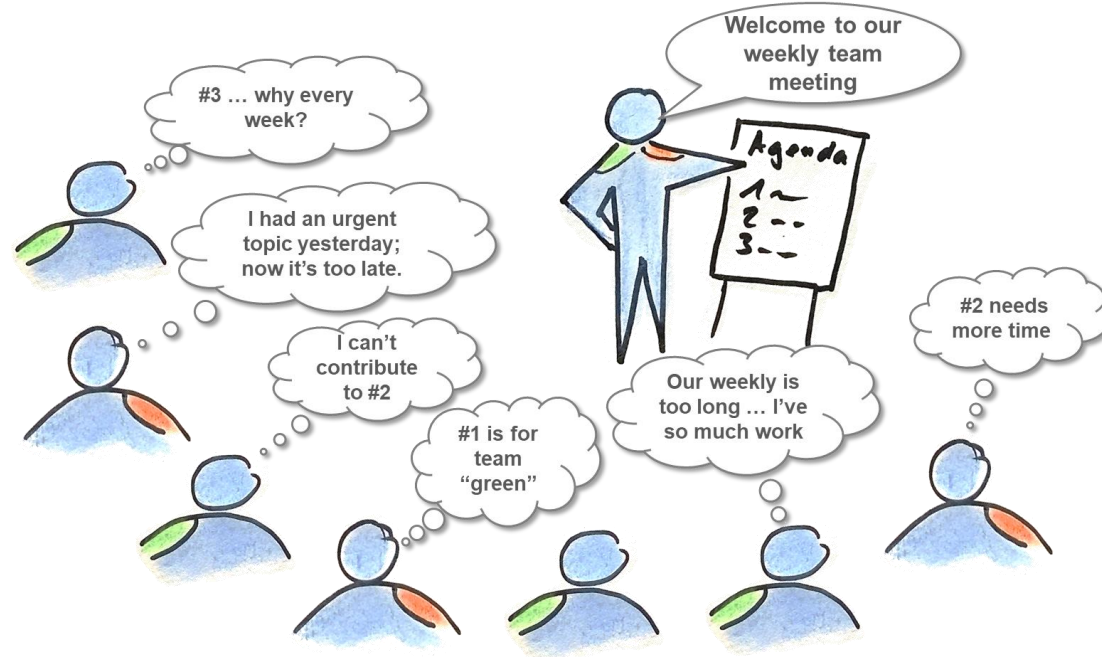


3
Learning to do A3s takes time but pays off

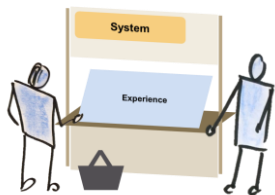


COMMUNICATION AND COLLABORATION

MEET AND GET BACK TO (COLLABORATIVE) WORK



	Montag 23	Dienstag 24	Mittwoch 25	Donnerstag 26	Freitag 27
08:00					
09:00					
10:00					
11:00					
12:00					
13:00					
14:00					
15:00					
16:00					
17:00					



4

Build meetings around content ... rather than fill meetings with content



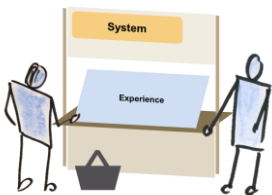
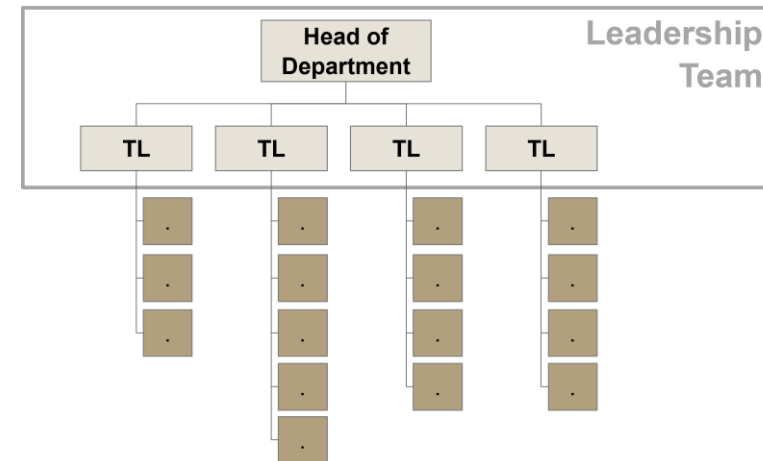
LEADERSHIP

R&D LEADERS, WHERE IS YOUR GEMBA?



Go Gemba

- Observe and **see** yourself
- **Coach** and mentor people
- **Engage** and **develop** people
- arrive **mentally**
- be **curious**



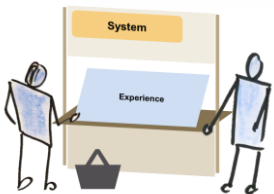
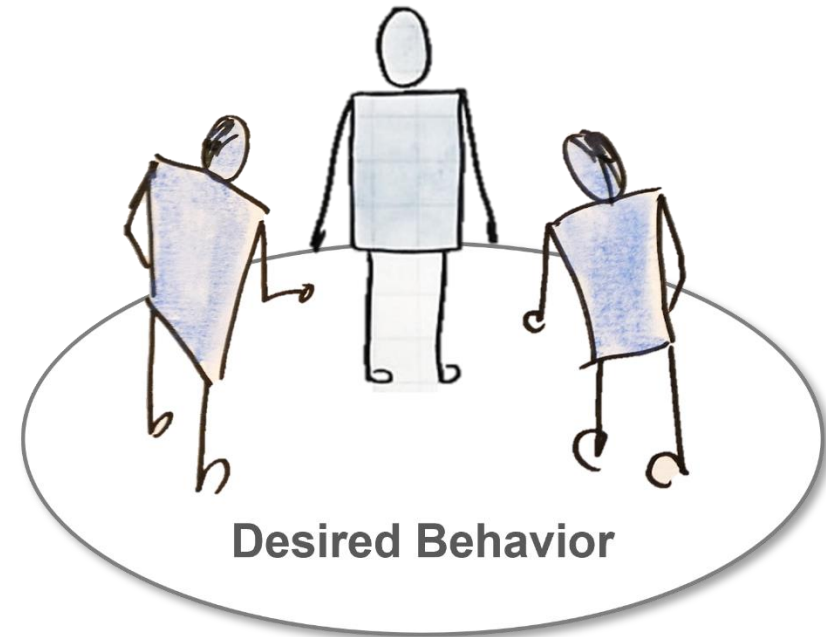
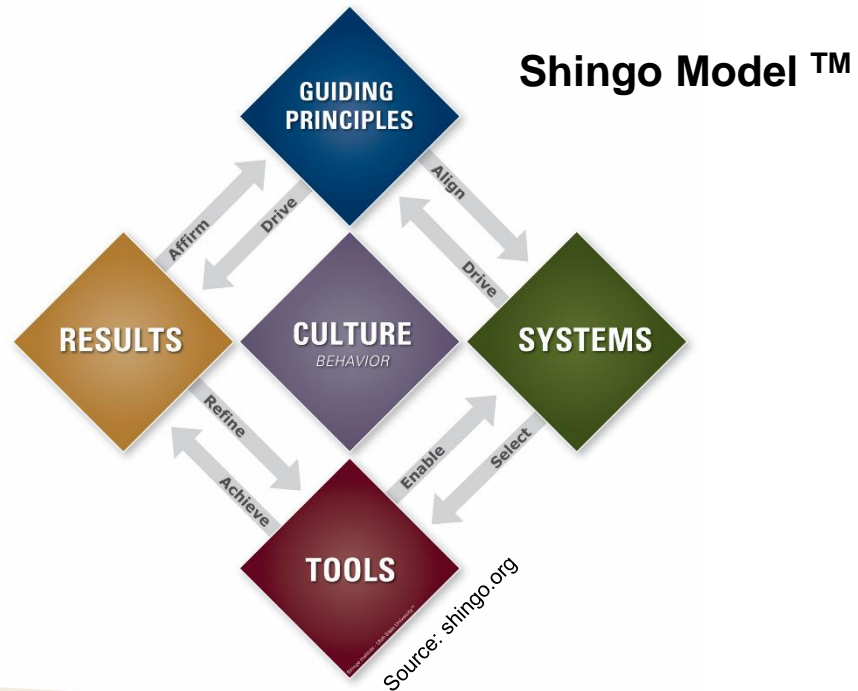
5

- If you go gamba, make sure you arrive mentally
- Reflecting their own behavior strengthens the leadership team



GUIDING PRINCIPLES AND BEHAVIOR

A HANDSHAKE ON DESIRED BEHAVIOR



6

- It's all about people!
- Agreeing on behaviors is fundamental to holding each other accountable to live them



WHAT IS IN YOUR BASKET?

1

- understand effects behind methods and frameworks
- choose what fits you(r) organization and get started

2

- R&D has to deal with multiple value streams at the same time
- Seeing value / waste takes training for eyes and minds

3

Learning to do A3s takes time but pays off

4

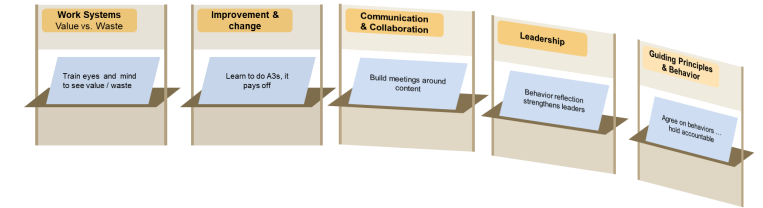
Build meetings around content ... rather than fill meetings with content

5

- If you go gamba, make sure you arrive mentally
- Reflecting their own behavior strengthens the leadership team

6

- It's all about people!
- Agreeing on behaviors is fundamental to holding each other accountable to live them



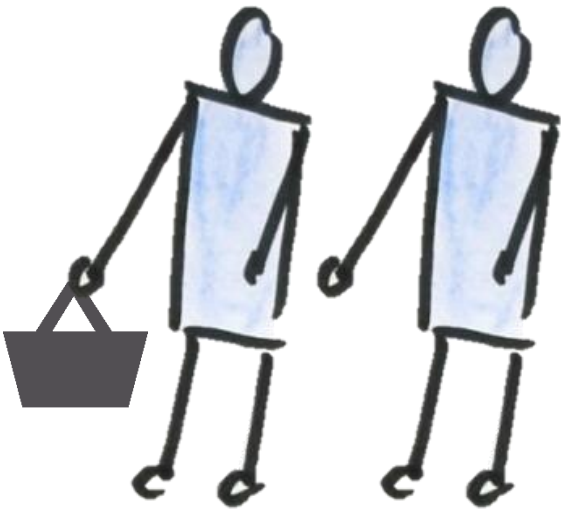
Work systems

Improvement & change

Communication & Collaboration

Leadership

Guiding Principles & Behavior



THANK YOU!