


BUSINESS BIBLIOTHEEK

JURRIAAN
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RINI
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SOLINGEN

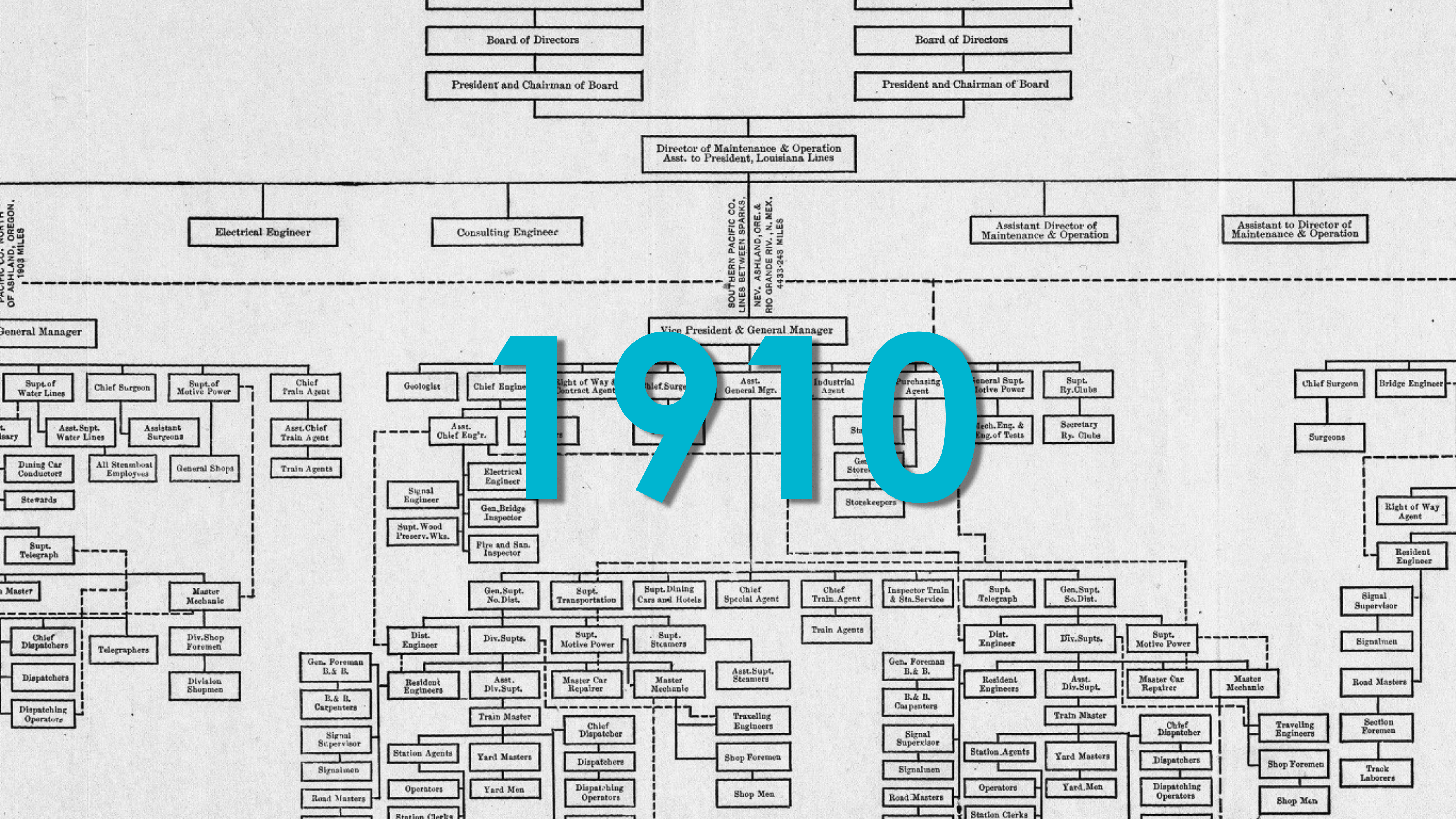
FORMULE X

HOE ZORG JE
VOOR EXTREME
VERSNELLING IN JE
ORGANISATIE?



How to make your organization as fast and agile as a Formula 1 team

by Jurriaan Kamer



✓ **INSIST ON DOING EVERYTHING THROUGH CHANNELS.** Never permit short-cuts to be taken in order to expedite decisions.

✓ **WHEN POSSIBLE, REFER ALL MATTERS TO COMMITTEES,** for "further study and consideration." Attempt to make the committee as large as possible — never less than five.

✓ **HAGGLE OVER PRECISE WORDINGS OF COMMUNICATIONS.**

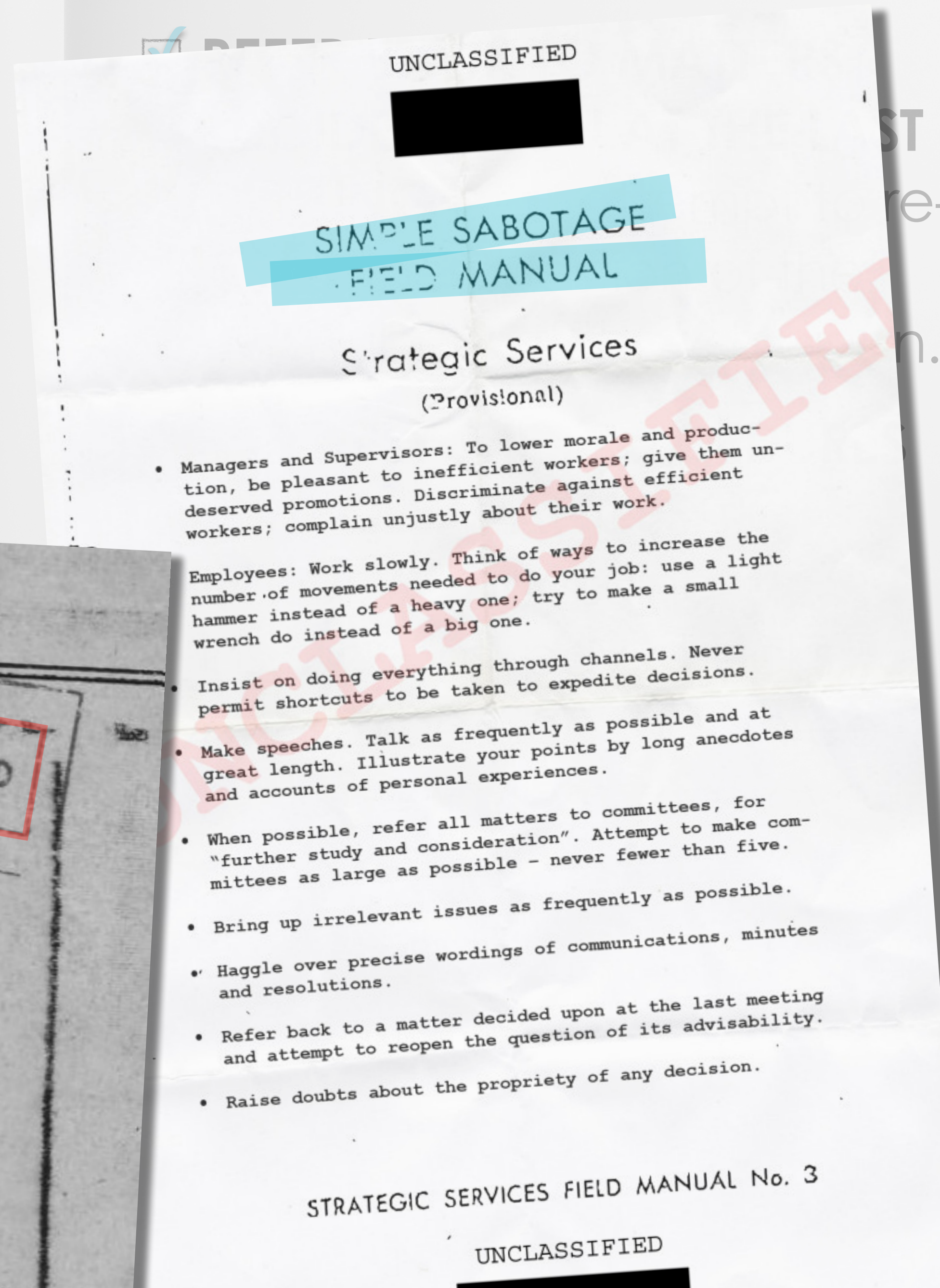
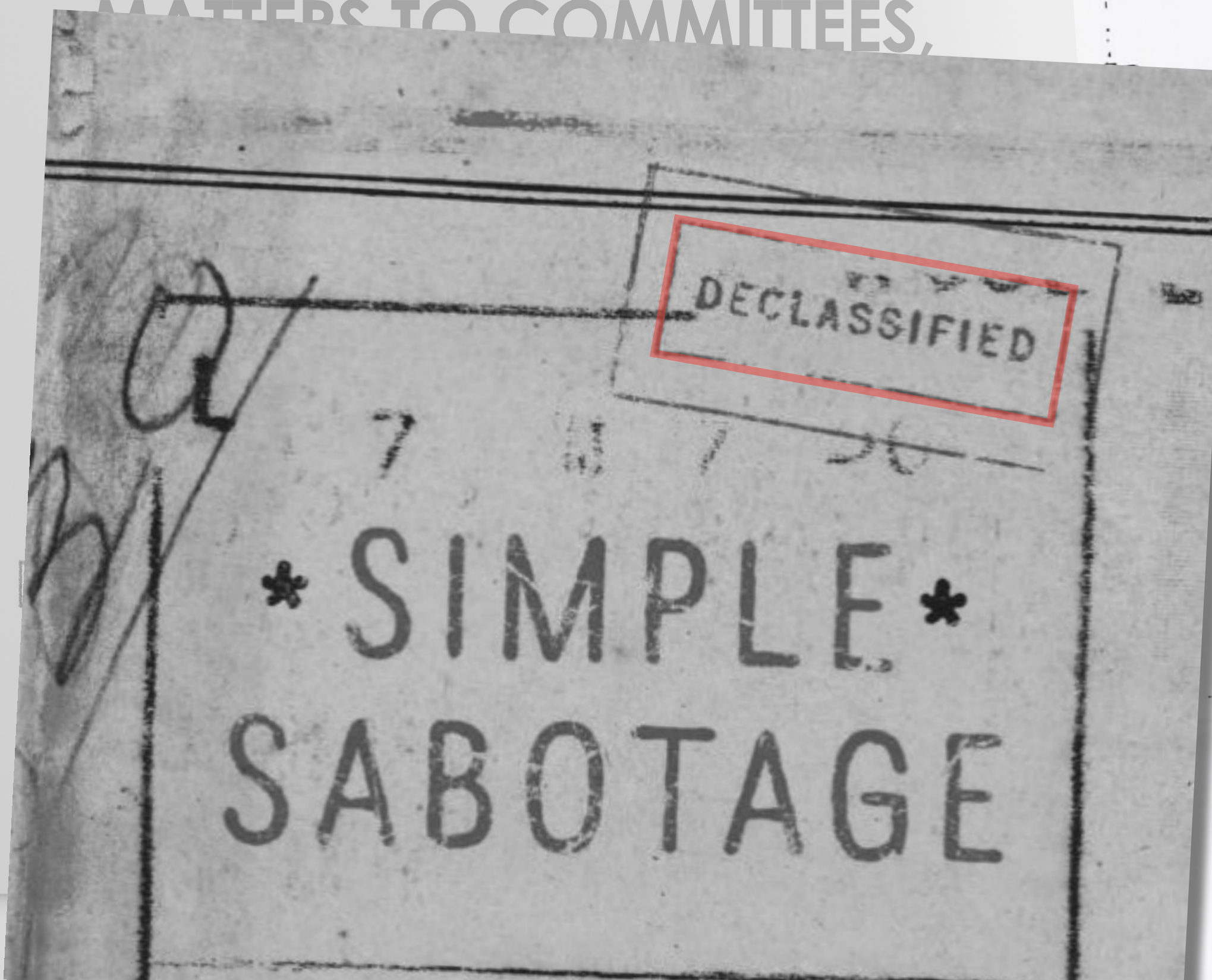
✓ **REFER BACK TO MATTERS DECIDED UPON AT THE LAST MEETING** and attempt to re-open the question of the advisability of that decision.

✓ **MULTIPLY THE PROCEDURES AND CLEARANCES INVOLVED** in issuing instructions, pay checks, and so on. See that three people have to approve everything where one would do.

D. M. M.

✓ **INSIST ON DOING EVERYTHING THROUGH CHANNELS.** Never permit short-cuts to be taken in order to expedite decisions.

✓ **WHEN POSSIBLE, REFER ALL MATTERS TO COMMITTEES,**



- Managers and Supervisors: To lower morale and production, be pleasant to inefficient workers; give them undeserved promotions. Discriminate against efficient workers; complain unjustly about their work.
- Employees: Work slowly. Think of ways to increase the number of movements needed to do your job: use a light hammer instead of a heavy one; try to make a small wrench do instead of a big one.
- Insist on doing everything through channels. Never permit shortcuts to be taken to expedite decisions.
- Make speeches. Talk as frequently as possible and at great length. Illustrate your points by long anecdotes and accounts of personal experiences.
- When possible, refer all matters to committees, for "further study and consideration". Attempt to make committees as large as possible - never fewer than five.
- Bring up irrelevant issues as frequently as possible.
- Haggle over precise wordings of communications, minutes and resolutions.
- Refer back to a matter decided upon at the last meeting and attempt to reopen the question of its advisability.
- Raise doubts about the propriety of any decision.

STRATEGIC SERVICES FIELD MANUAL No. 3

UNCLASSIFIED

Is agile the solution?

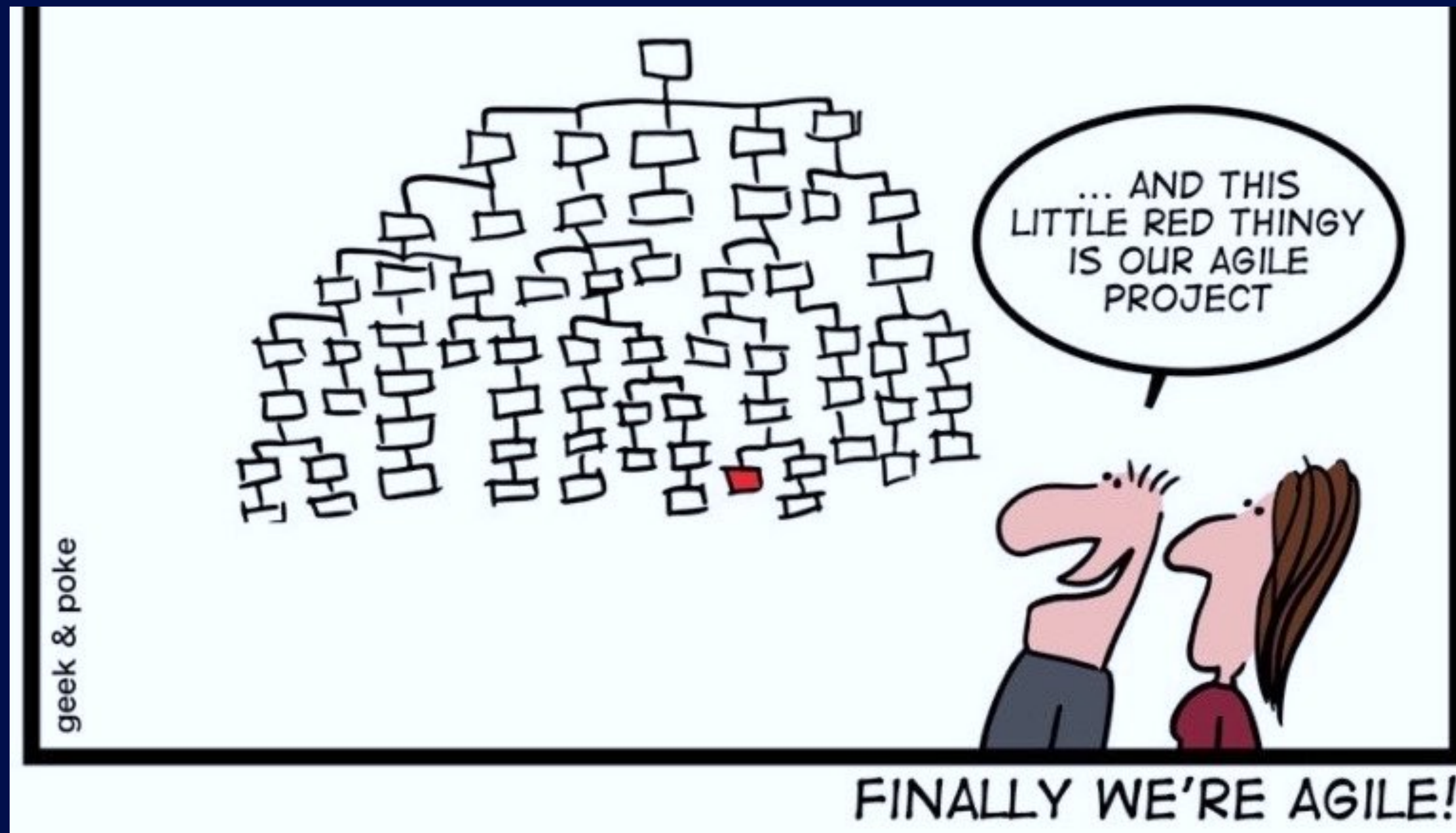
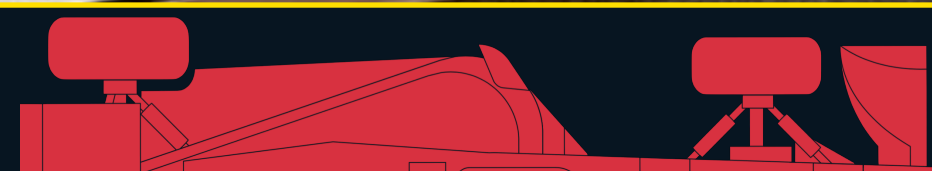
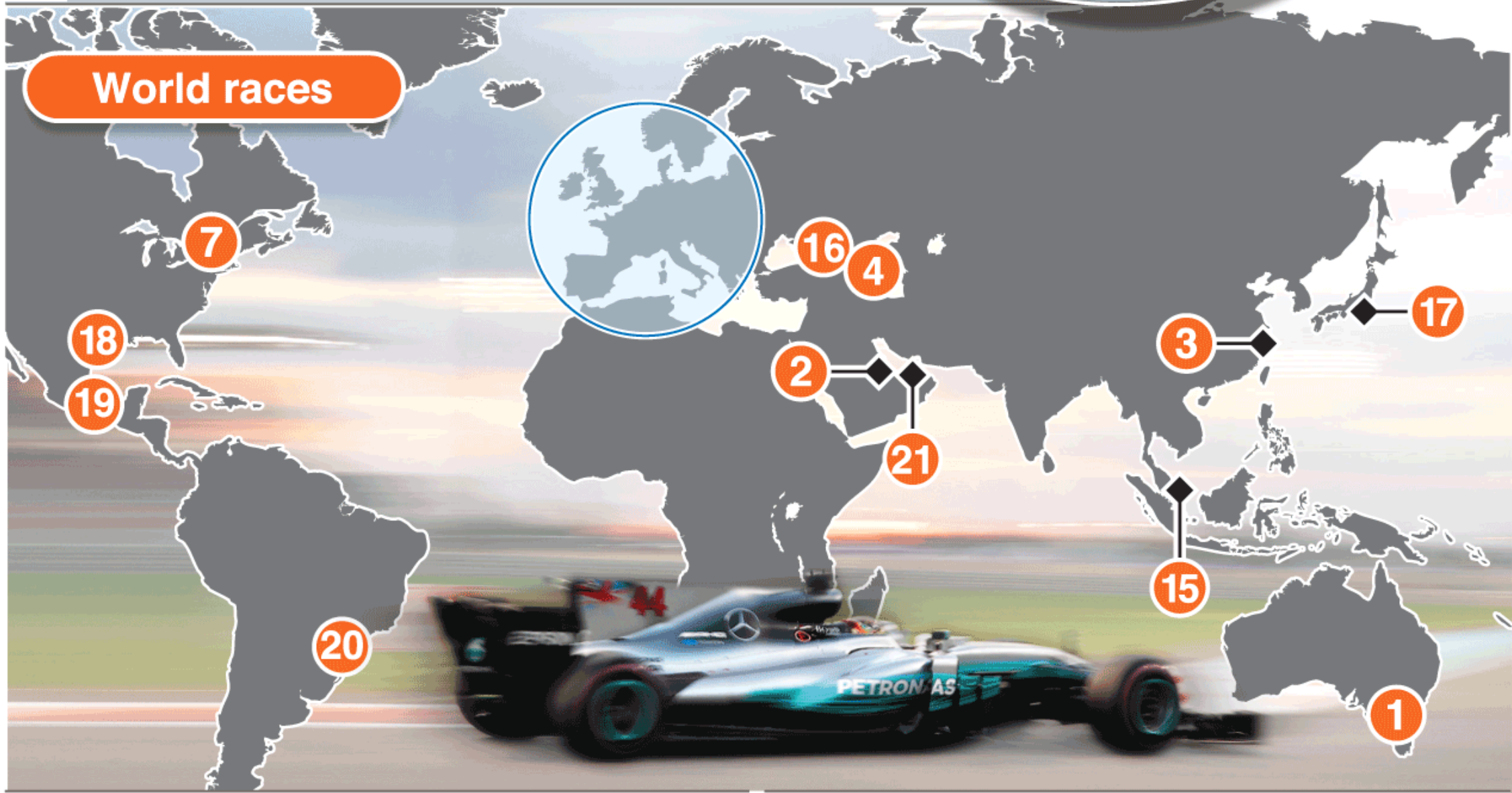
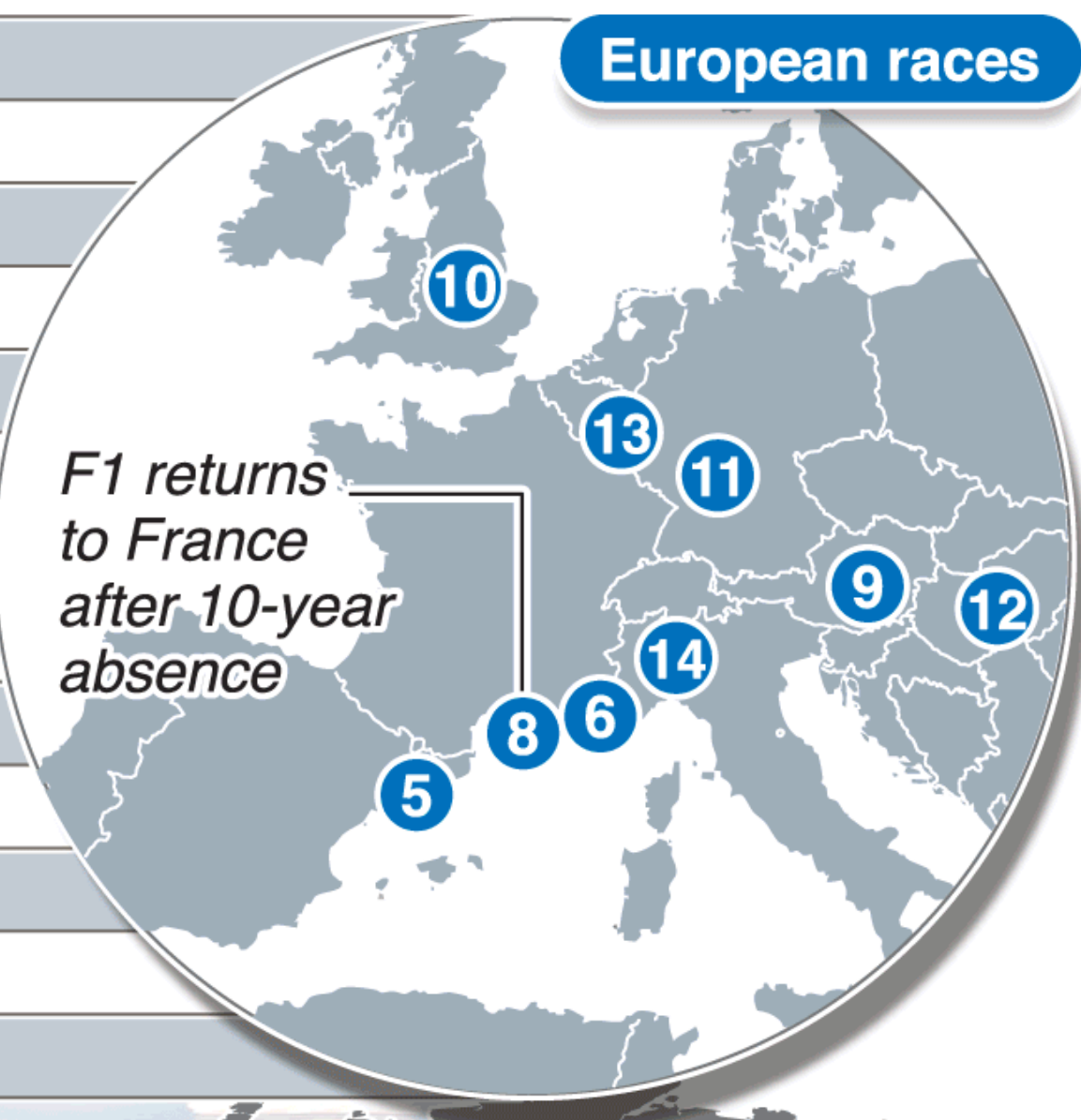




photo: Benedict Redgrove / Red Bull Racing



1	Australia	Melbourne	Mar 25
2	Bahrain	Sakhir	Apr 8
3	China	Shanghai	Apr 15
4	Azerbaijan	Baku	Apr 29
5	Spain	Barcelona	May 13
6	Monaco	Monte Carlo	May 27
7	Canada	Montreal	Jun 10
8	France	Le Castellet	Jun 24
9	Austria	Spielberg	Jul 1
10	Britain	Silverstone	Jul 8
11	Germany	Hockenheim	Jul 22
12	Hungary	Budapest	Jul 29
13	Belgium	Spa	Aug 26

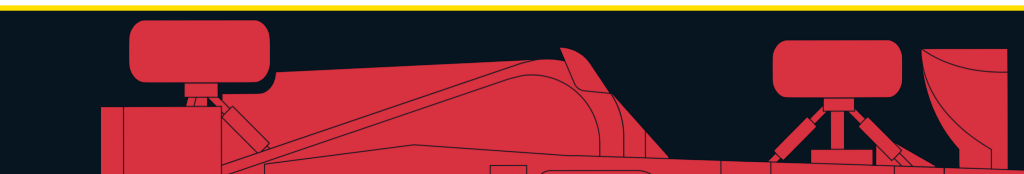


14	Italy	Monza	Sep 2	18	U.S.	Austin	Oct 21
15	Singapore	Marina Bay	Sep 16	19	Mexico	Mexico City	Oct 28
16	Russia	Sochi	Sep 30	20	Brazil	São Paulo	Nov 11
17	Japan	Suzuka	Oct 7	21	Abu Dhabi	Yas Marina	Nov 25



10 teams
20 drivers

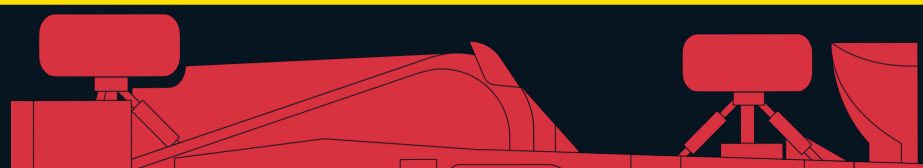
21 races
5 continents
9 months



How many people does it take to drive two cars?

- 
3. Red Bull Racing 900
2. Scuderia Ferrari F1 1,100
1. Mercedes-AMG Petronas 2,000

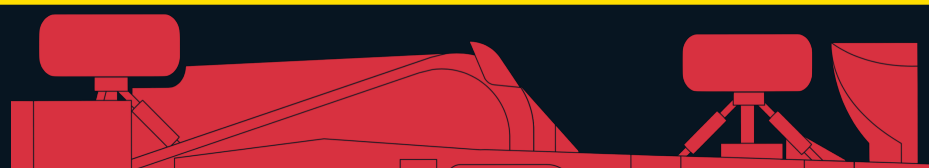
photo: Benedict Redgrove / Red Bull Content Pool



The Life of a Single Bolt



<https://www.youtube.com/watch?v=iptAkpqjtMQ>





Design

Machine shop

Aero performance

3D printing

Carbon-fiber

Paint shop

Gear box

Suspension

Hydraulics

Drive train

Brakes

Electronics

Assembly

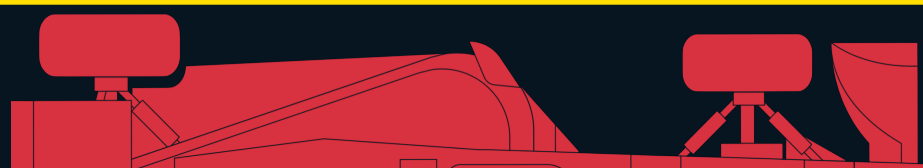
Wind tunnel

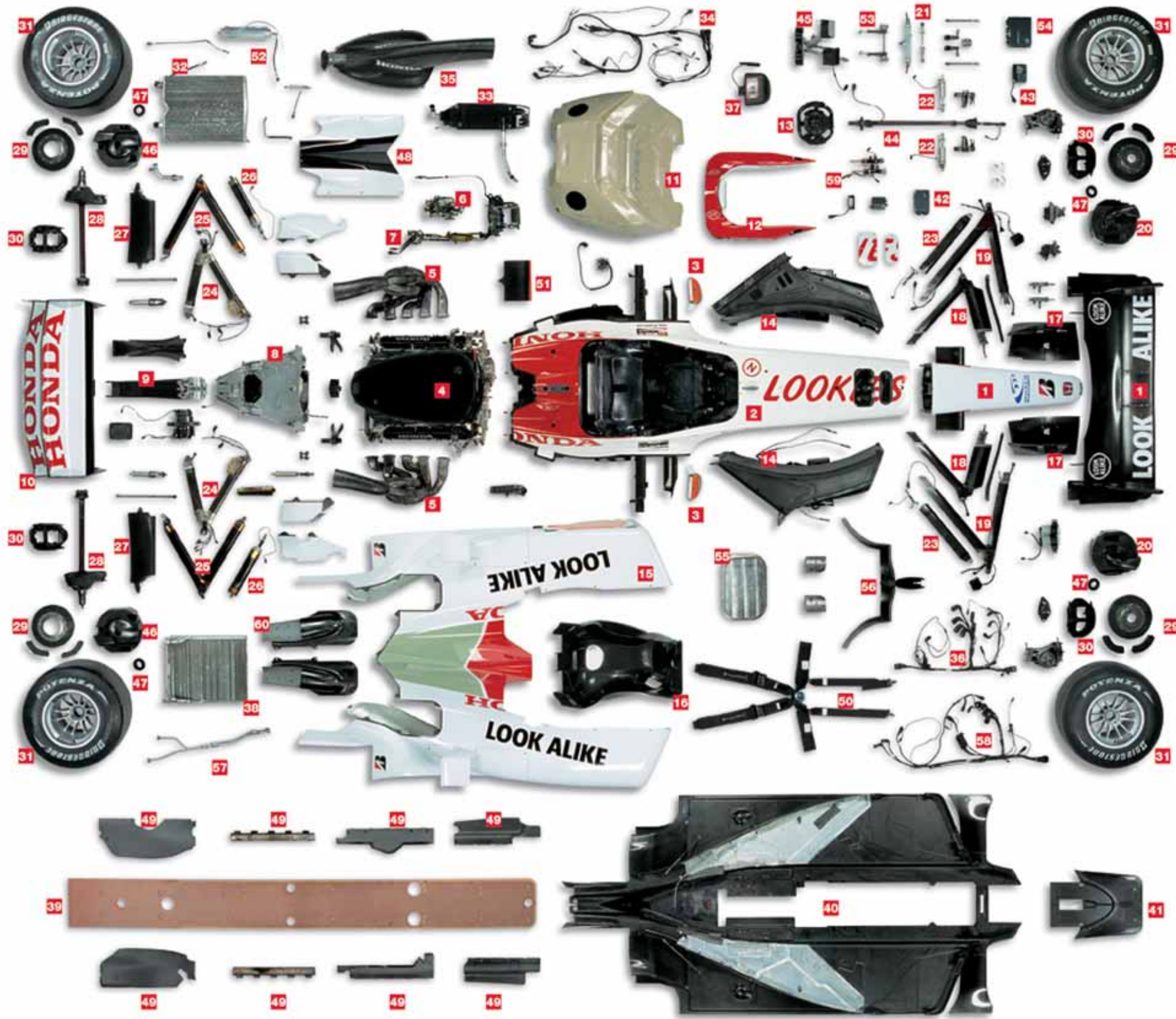
Stress testing

Inspection

Logistics

Data analysis





16.000 parts,
80% built in-
house
30.000 changes
per season,
1.000 changes
per week

pic: BAR-Honda

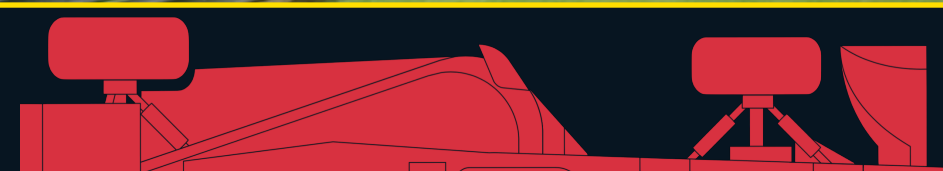
- Concept design
- Computer simulation
- Driver simulator
- 3D print, wind tunnel
- Carbon
- Shipping
- Assembly on circuit

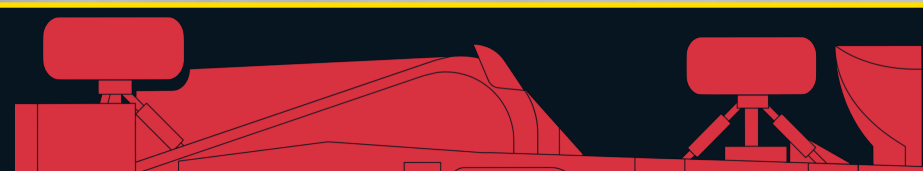
A driving prototype
Speed of iteration is key





2 seconds per lap



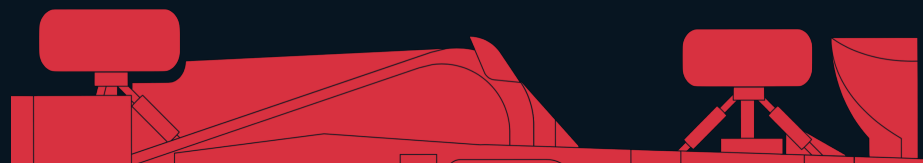






Review & learn

photo: Getty images

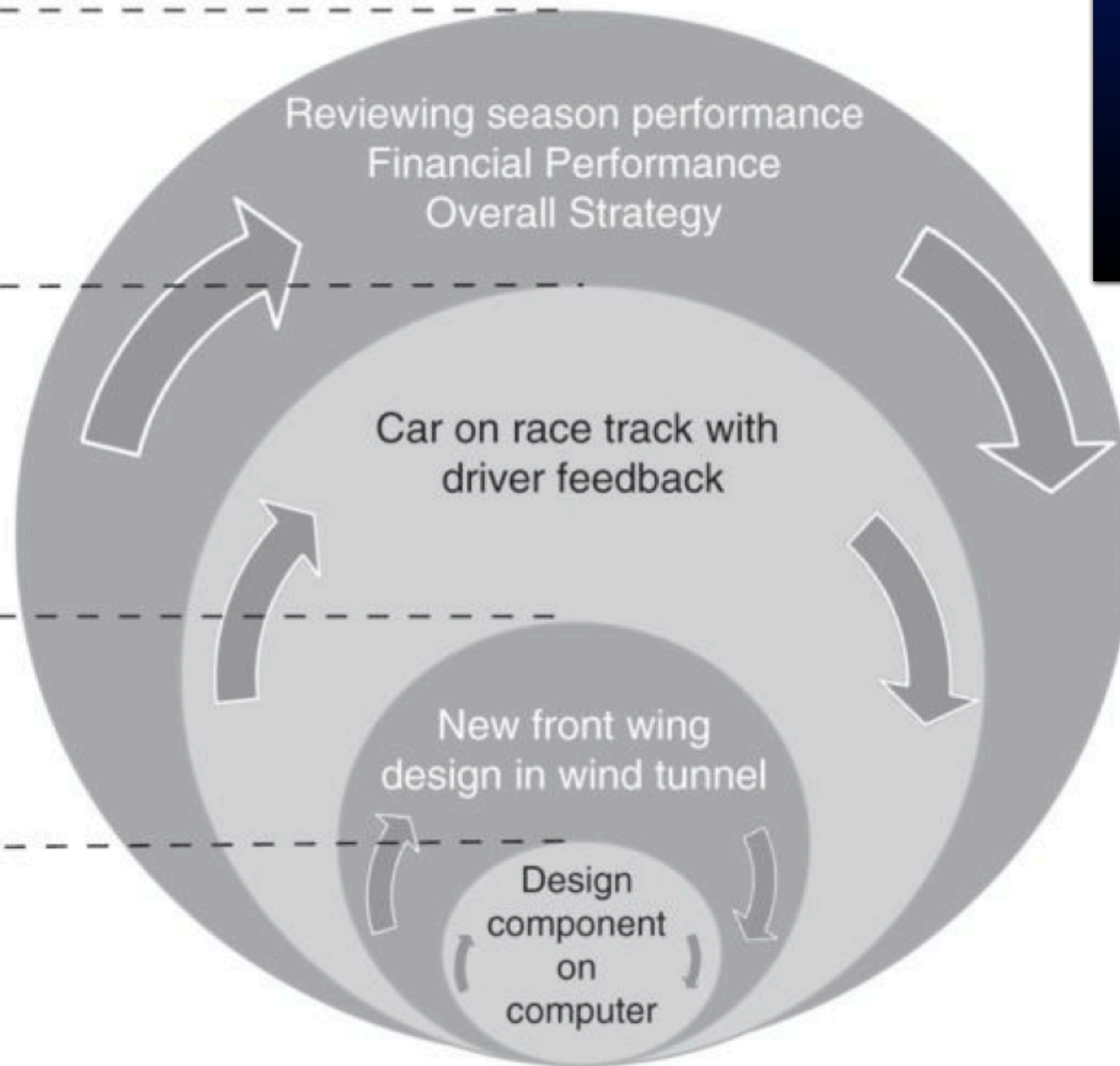


4. Organisation

3. Multi Group

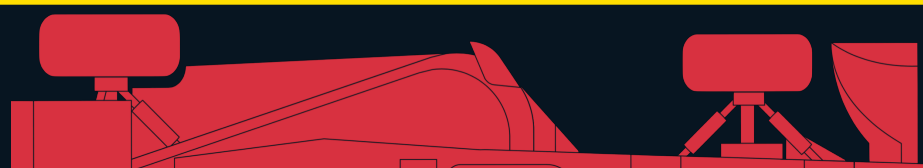
2. Group

1. Individual

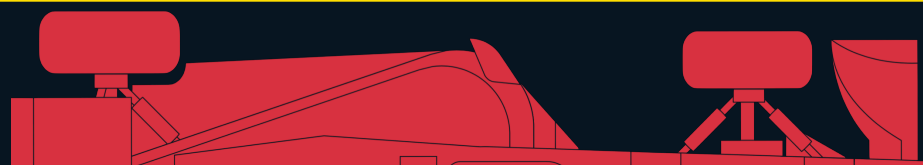


Operating rhythm
with built-in
learning events

source: Jenkins, Pasternak and West



Involve everyone



TGIF



photo: Peter Zhang

What happens in your organization if
one person's mistake results in a loss
of 5% of all revenue?



photo: Srdjan Suki/AP

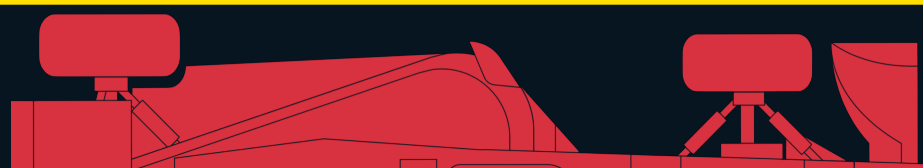
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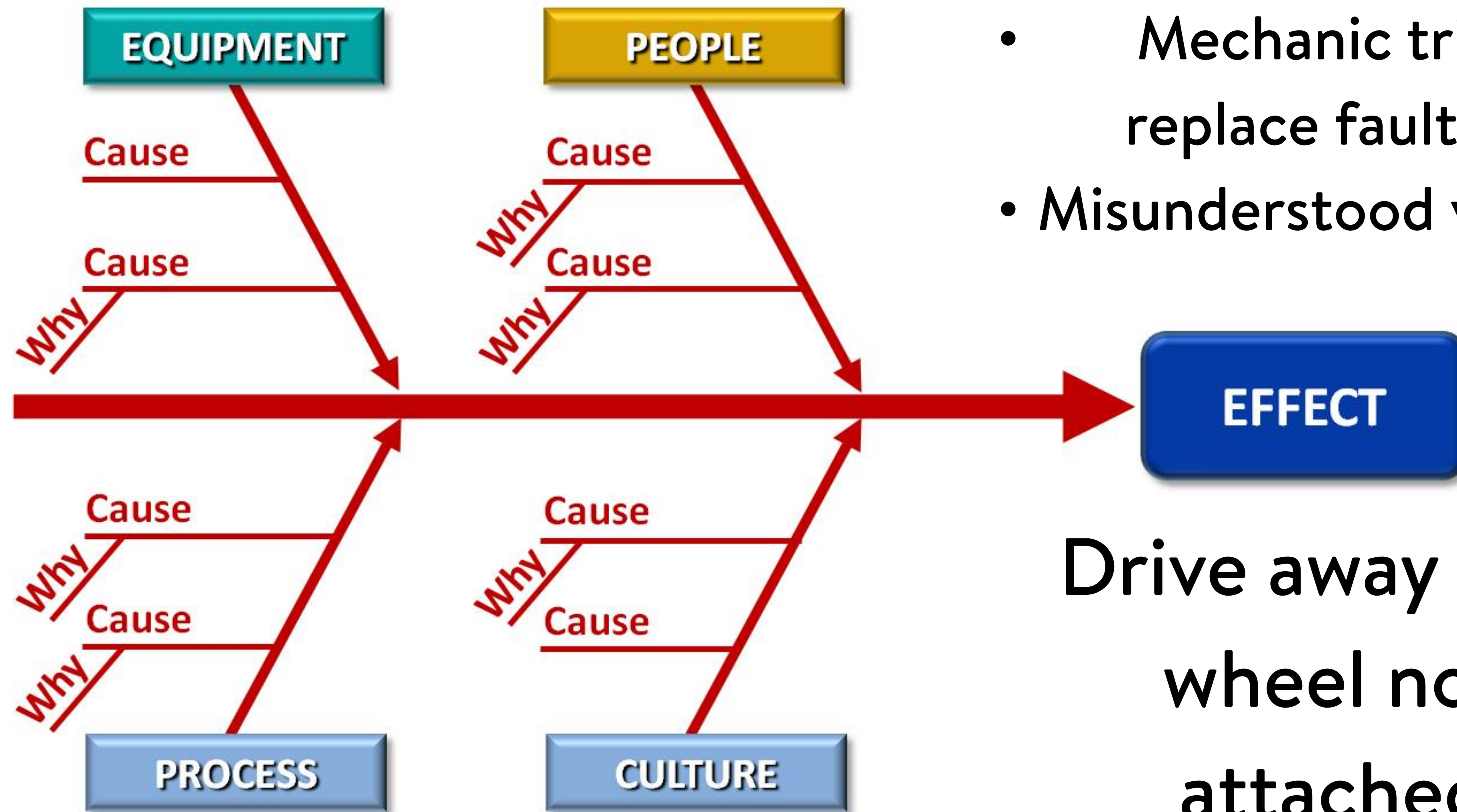
“Every time you have a negative response to an issue, you’re denying yourself the opportunity to improve.”

Paddy Lowe
Former Exec Director
Mercedes F1

quote: Jenkins, Pasternak and West
photo: Ryanrawlings



It's rarely just one person's error



- Mechanic tried to replace faulty nut
- Misunderstood visual cue

Drive away with
wheel not
attached



“When you have a *blame culture*, people spend 60-90% of the effort covering what they have done rather than understanding the problem, making the car go quicker.”

Rob Smedley
Former Race Engineer
Scuderia Ferrari F1



quote: Jenkins, Pasternak and West



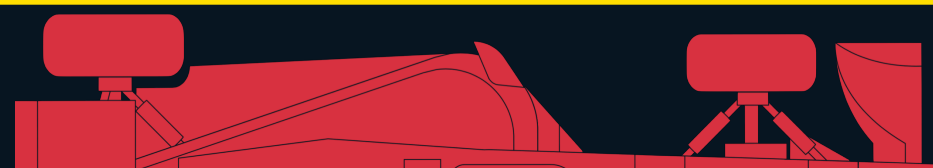


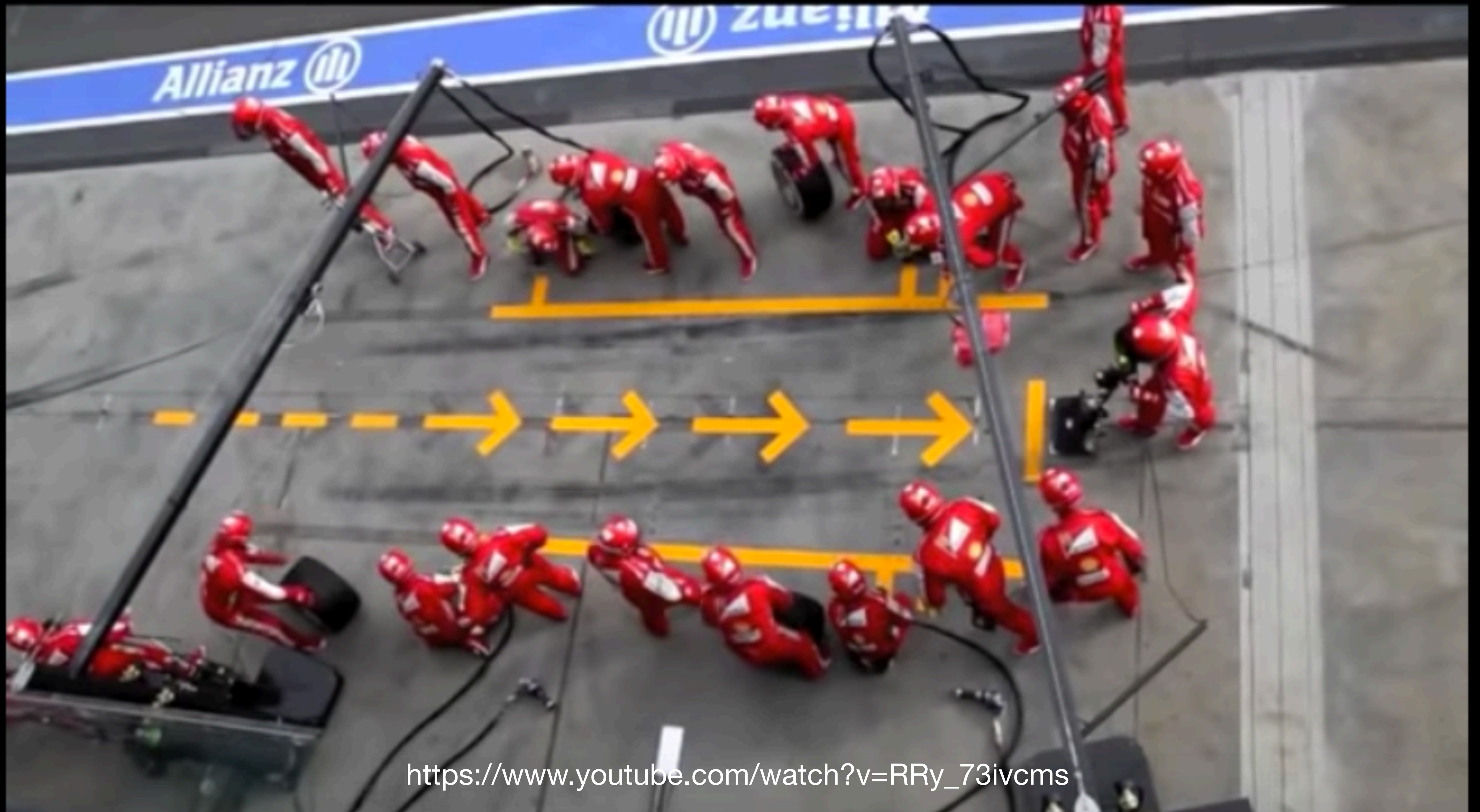
Safety
Performance
Race strategy



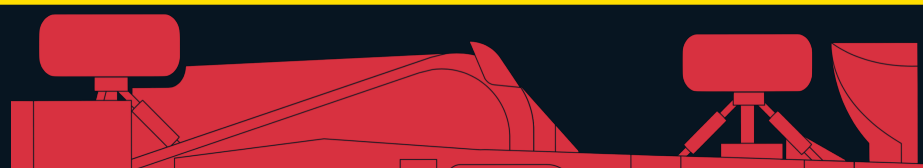
photo: AT&T, Red Bull Racing

45 people in remote garage
>100 sensors
400Gb data per race

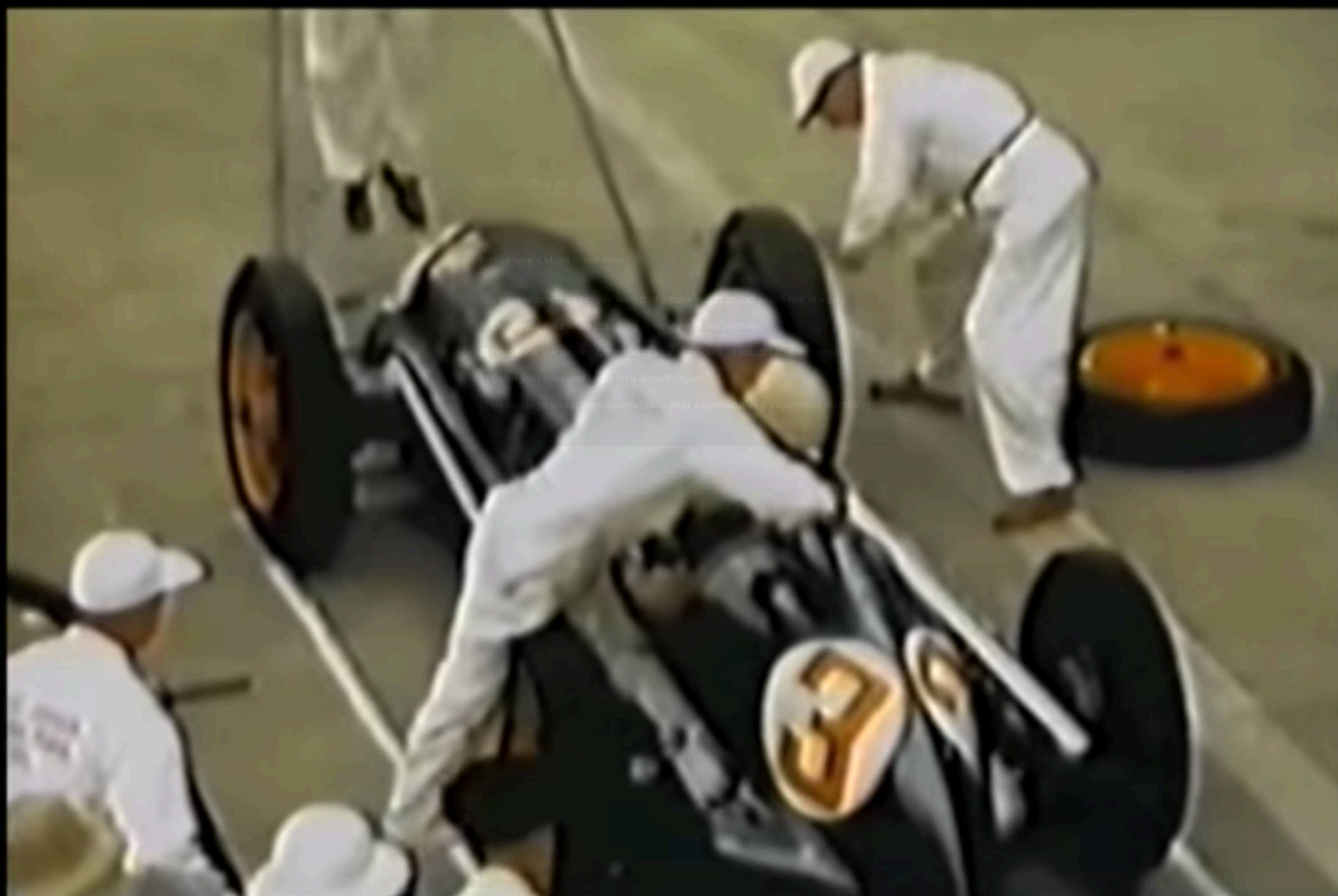




https://www.youtube.com/watch?v=RRy_73ivcms



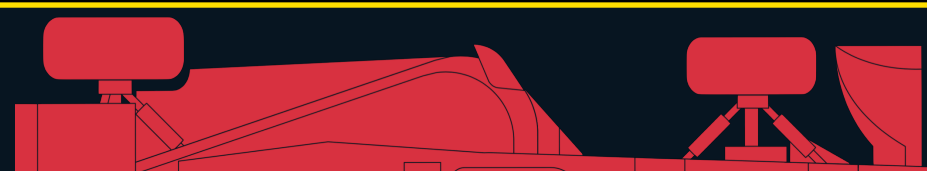
1950 INDIANAPOLIS 500



67 seconds
Efficient



1.92 seconds
Effective



What was effective 100 years ago
is no longer effective today

The Rest Of Us

DESIGN FOR EFFICIENCY

plan, predict & control



21st Century Orgs

DESIGN FOR ADAPTIVITY

sense & respond

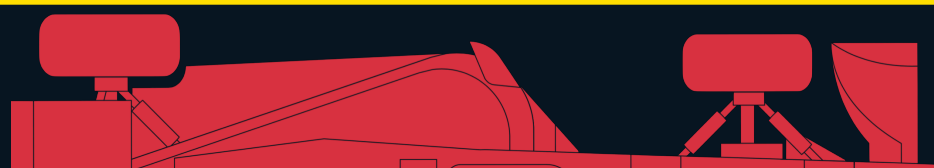
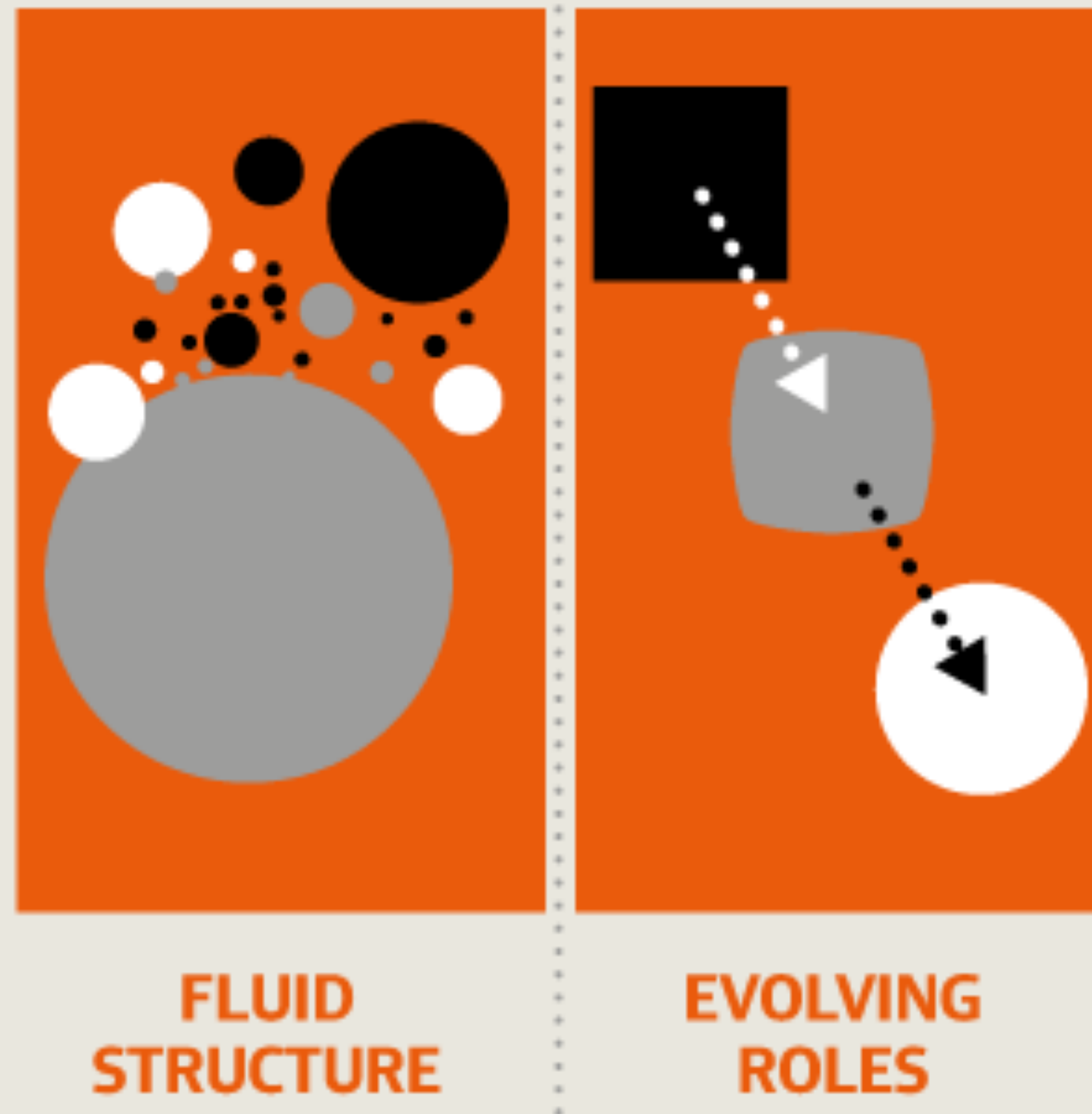




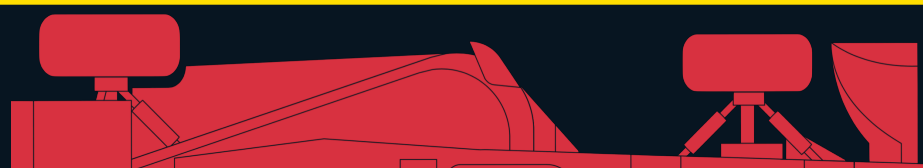
photo: Red Bull Racing

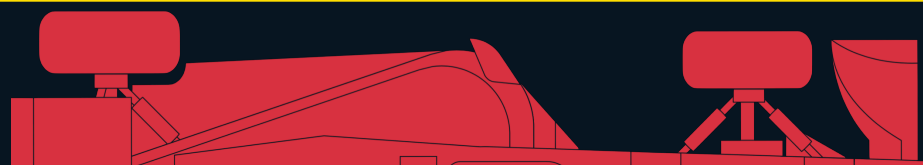


Fulltime tire changer (m/v)



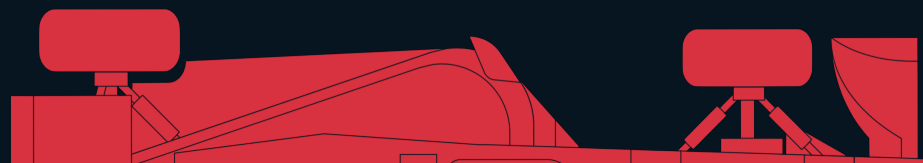
A marketplace of
roles and projects.







F1 teams have a common goal and a very clear image of what success means



Spotify Rhythm: Taxonomy

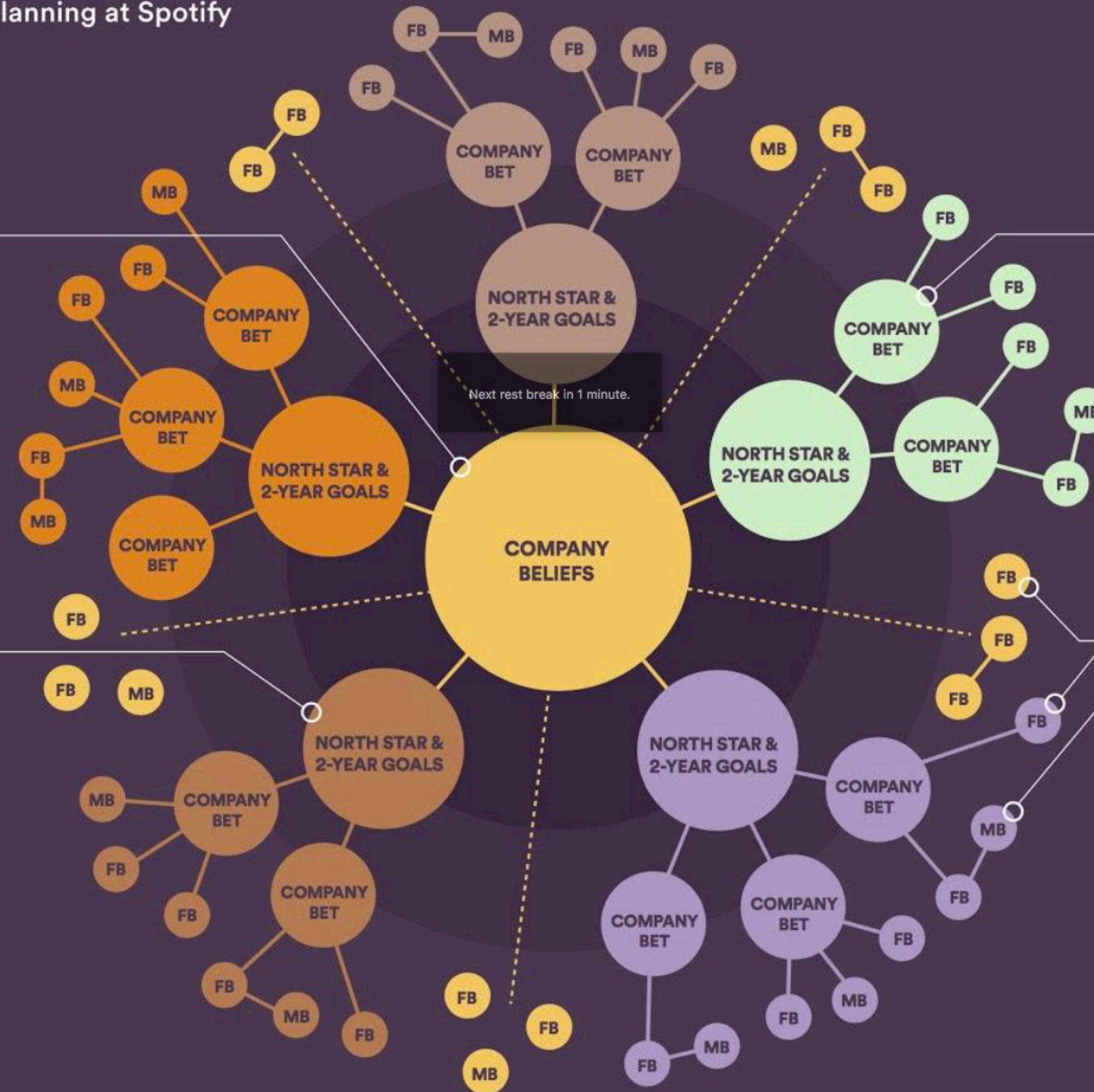
An overview of the language used in strategic planning at Spotify

1

Company Beliefs are at the center of our strategic planning model. Beliefs are produced by Daniel and reflect the world as it is today and the world we can help build over the course of the next 3-5 years. These Beliefs are formed from the data and insights we have about the world around us and our users.

2

North Star & 2-year Goals are targets that Daniel and the Lead Team have set for Spotify. These Goals are ambitious, but are measures of success that we think we can achieve if we are correct in the way we view the world (Beliefs) and the way we spend our time and energy (Bets).



3

Company Bets are large projects or cross-organization initiatives that are sourced by the Strategy Team. These Bets generally last 6-12 months and we believe they can substantially drive towards the 2-Year Goals. Bets do not comprise of all the work we do at Spotify.

4

Functional Bets are large projects that generally take place within single functions and are set by Functional Leads. Functional Bets often ladder up to Company Bets, but can also exist independently. Both Company and Functional Bets should be arrived at by a combination of bottom-up and top-down planning.

Markets Bets are initiatives and investments carried out by markets teams related to Company or Functional Bets or guided by their market categorization.

A clear connection between individuals' actions and their contribution to performance.

“Too many layers”

“Lack of visibility between teams”

“Cross-functional relationships are strained”

“Good ideas get lost in bureaucracy”

“Our structure inhibits collaboration”

Great work gets lost in silos

“Bottlenecks in decision making”

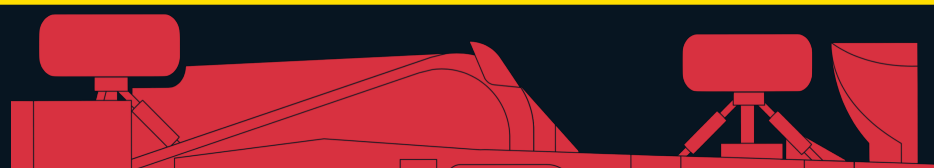
“Too much email”

“Too many meetings”

“Teams are not cross-functional or cross-disciplinary”

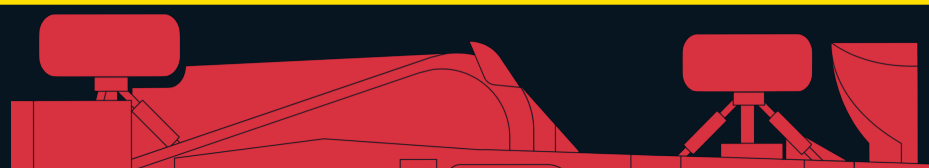
“No alignment on strategic priorities”

“Lack of accountability and ownership”





Leaders instill 'one-team' mindset and cross-silo collaboration



“Bring in lots of clever people and give them the freedom to do their jobs. Delegate and give your employees the authority to take action.”

Claire Williams
Deputy Team Principal
Williams Martini Racing



photo: Getty Images

quote: Jenkins, Pasternak and West

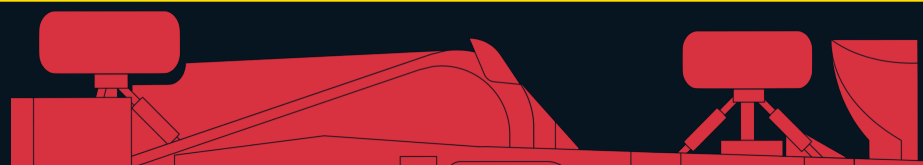




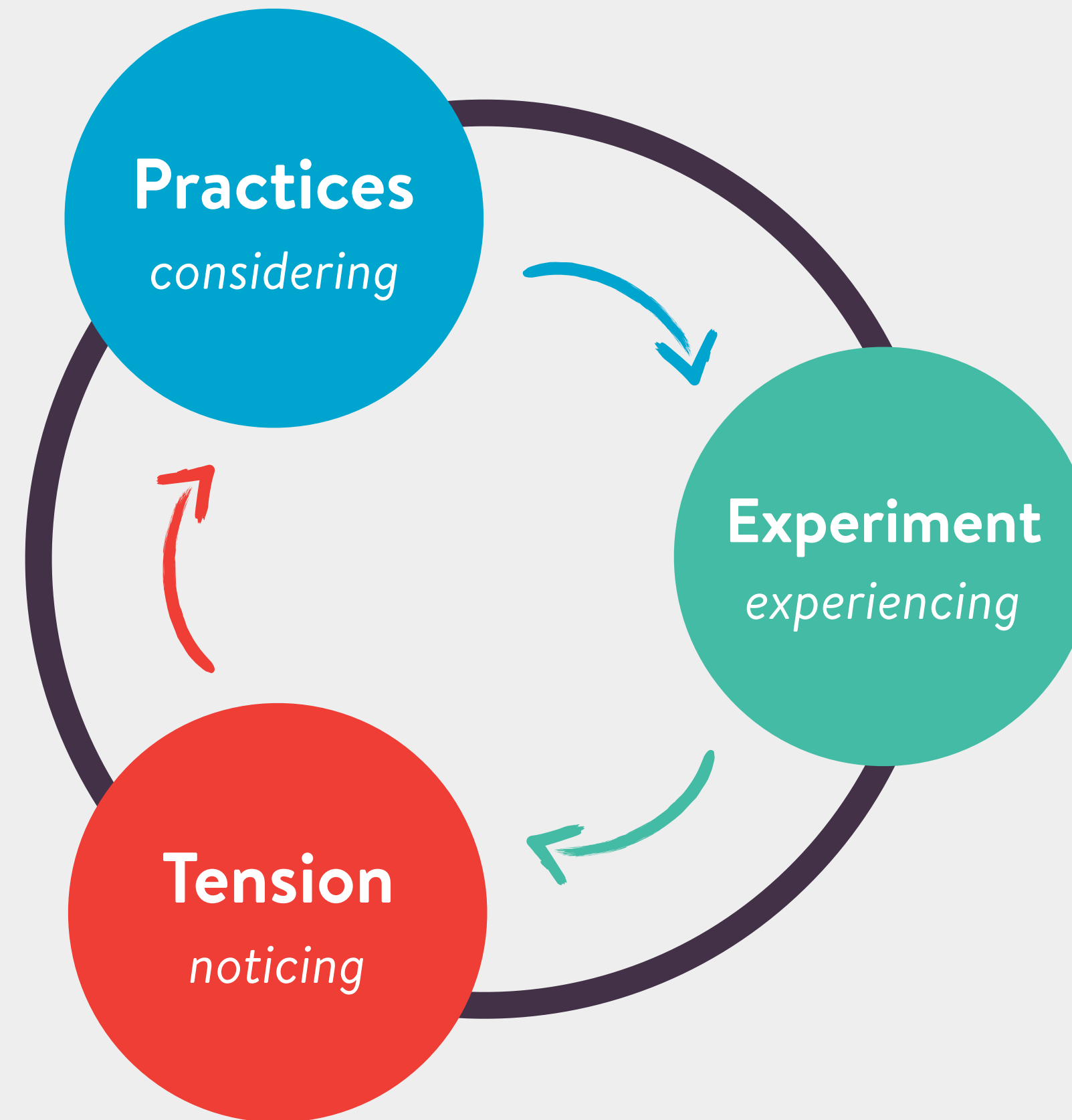
F1 teams can't afford organizational drag



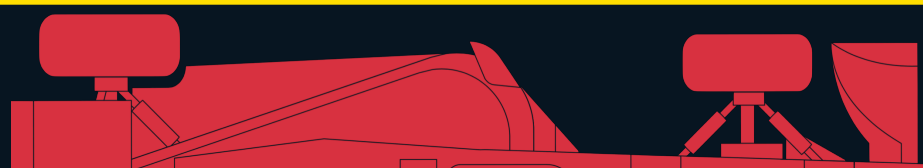
photo: Red Bull Racing



Continuous Participatory Change



...means an organization that continuously reinvents itself



FOCUS & CLARITY

A **clear and inspiring goal** that works as a compass.

ACCELERATE DECISIONS

Make decisions **safe to try**. Progress over perfection.

SIMPLIFY

Reduce organizational drag through **simplification**.

TEAM ENGAGEMENT

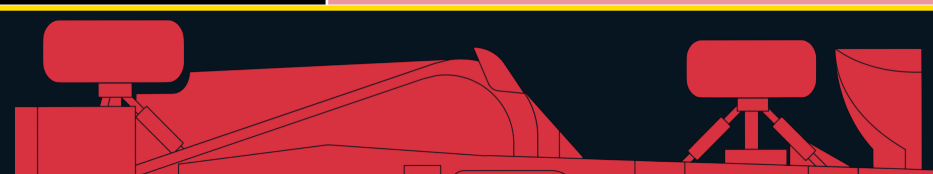
One team of teams with autonomy and ownership.

ELEMENTARY PHYSICS

Effectiveness over efficiency. **Acceleration** over speed.

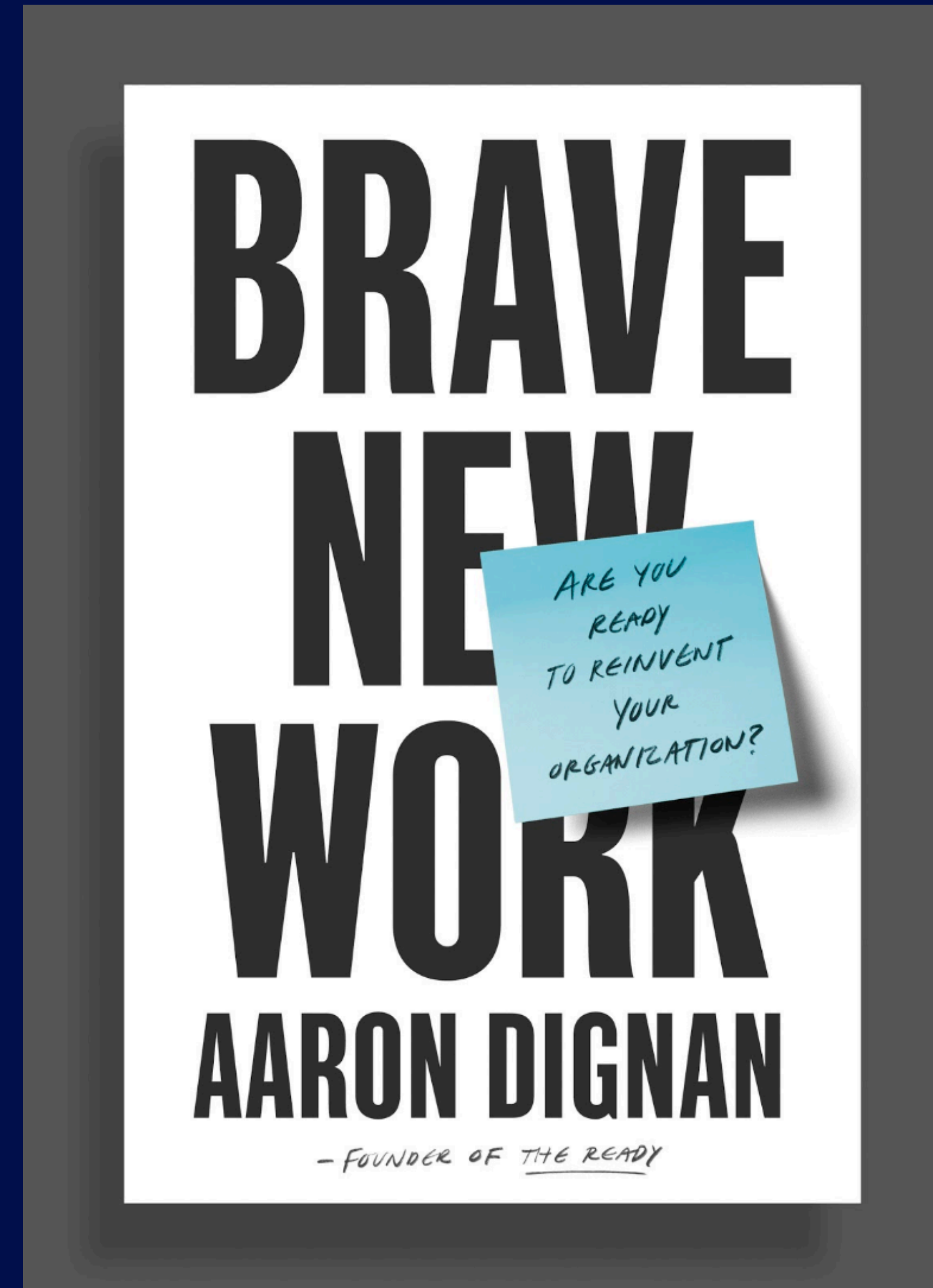
RHYTHMIC LEARNING

A **cadence** of recurring interaction moments.





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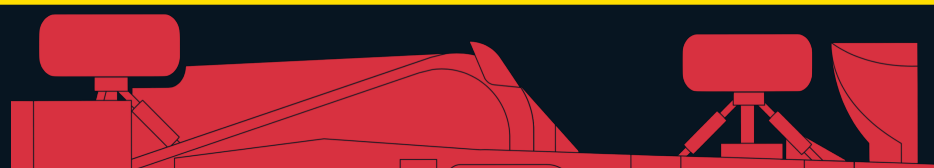


www.bravenewwork.com



Taiichi Ohno

“Stop trying to borrow wisdom and think for yourself.
Face your difficulties and think and think and think
and solve your problems yourself.
Suffering and difficulties provide opportunities to
become better. Success is never giving up.”



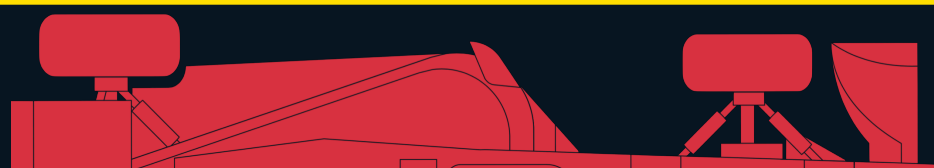


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Any questions? ↗
I'd love to hear them.

www.jurriaankamer.com

www.theready.com



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