Performance is the central focus of every organisation, and yet for many how this can be achieved is an unanswered question. This book takes the case of Formula 1 motorsport, where the connection between performance and all the elements of the organisation is fundamental to success. Can you imagine your organisation as a Ferrari or a Jordan, a Williams or a Minardi? Your management team as a pit crew? Your sales force as the race team and your marketing and research people as the design studio creating a Formula 1 car? The case histories and examples which feature in this book provide both inspirational and instructional guidance to those seeking to achieve levels of performance – at the limit of possibility.

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During the Imola weekend, we met and talked at length with Minardi’s Sporting Director, John ‘Boy’ Walton, one of Formula 1’s most respected and likeable senior figures. We were saddened to hear of John’s passing, due to a heart attack, at the age of just forty-seven. Some of John’s comments live on in this book. His experiences in Formula 1, which included working with Toleman, Jordan, Arrows and Prost, Grand Prix, provide some invaluable insights on the working of the team and the detail of the pit stop process. We owe him much for his views that weekend, and his passing leaves a great void in the paddock.

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Note on the reference system

A numbered list of all sources used is itemised in the References section on pp. 215–16. Where these sources are quoted from or referred to in the main text a superscript numeral cross-refers to the relevant numbered source.