

MANAGING LIKE AMAZON

Unique view inside Bezos
management system.



Colin Bryar. VP & Bezos's Shadow at Amazon.

The person who documented Amazon's
management system.



Date: 14th, 15th & 16th May 2024

Location: Herdade Caçabrava, Tomar, Portugal

Instructor: Colin Bryar. VP & Bezos's Shadow at Amazon.

Audience: 30 CEO's, COO's and GM's

Workshop overview:

We will cover issues ranging from people management (hiring, development), effective planning, decision-making, and measurement, plus identifying and implementing new initiatives to drive growth, efficiency, and quality. To deliver sustained, scalable results, successful companies manage each of these issues using a set of formal, scalable processes, the combination of which defines a company's Operating Cadence.

Jeff Bezos put it well in his 2016 shareholder letter. "Good process serves you so you can serve customers. But if you're not watchful, the process can become the thing. This can happen very easily in large organizations. The process becomes the proxy for the result you want. You stop looking at outcomes and just make sure you're doing the process right" . OKRs are a good example here.

We will introduce a series of scalable, repeatable processes that the audience can take back with them and implement within their own organizations.

Finally, we hope to convince the audience that the CEO (and their Execs) should not delegate the following decisions:

- Along what dimensions do we create value for customers, or what is our strategic direction? Best if articulated by a Good to Great Flywheel and should not change from quarter to quarter or year to year. Minor adjustments, based on results and experience, over a period of years are appropriate.
- How will the company measure success and progress against the flywheel or strategy (besides the obvious output metrics)?
- What are the input metrics that give us an understanding of and visibility into how we control and drive our desired customer experience and business performance?
- Where and how should we invest? How should we allocate our (precious) resources to the many initiatives and ventures we might pursue? And, which of these should we decide not to do based on the capacity of our organization?

Every company should have an operating plan comprised of SMART goals for output and input metrics, initiatives, and how resources will be allocated (which teams get how many people, and how much money to spend). This sounds so simple, and in some ways, it is. But the difficulty achieving this increases in proportion to the size and complexity of the company.

The answer isn't new or a secret. It isn't flashy or in the mainstream business zeitgeist. Every successful company has its own Operating Cadence— a set of processes and standards that dictate how plans are made, monitored, and altered. There are many different Operating Cadences to choose from. If you don't have one, you can learn and implement the one Amazon uses in this class.

DIVE DEEP WITH COLIN BRYAR DURING 3 DAYS

GET YOUR QUESTIONS ANSWERED BY COLIN

TRADE BEST PRACTICES WITH OTHER LEADERS

SMALL GROUP, IMMERSIVE ENVIRONMENT ON NATURE

Collin Bryar Biography:

- 13 years Former Vice-president, Chief of Staff
- Member of the Senior Team of Jeff Bezos.
- Known as "Jeff's Shadow", a unique position whose description is "Making the Jeff a better CEO".
- Colin spent seven hours a day side-by-side with Jeff Bezos, providing advice, implementation, execution and following up on the CEO's ideas.
- Followed all of Amazon's growth and was part of the team that invented Amazon Prime, Amazon Web Services, Prime Video, Kindle and the distribution and logistics system that allowed One-day-delivery.
- Former Chief Operating Officer at a Alibaba subsidiary.
- Author of the book: Working Backards: Insights, stories, and secrets from inside Amazon.

Day One - 14th May

17:00 - 20:00

Meet and Greet - Present yourself and the company you represent. Each attendee will have 3-5 minutes to share their thoughts.

Day Two - 15th May

09:00 - 10:30

Hiring - Getting the right people on the bus. Deep dive into Amazon's Bar Raiser hiring process.

10:30 - 13:00

Behavioral Interviewing Breakout Session. Divide into small groups. Ask teams to come up with 3-5 behavioral interviewing questions for their company's core values and/or leadership principles. Get back together, review, and comment on the questions.

14:00 - 16:00

Annual Operating Planning. We will describe how to effectively develop annual operating plans at the company, business unit, and functional organizational level. A good operating plan results in companywide alignment on metrics, initiatives, resources, and (as needed) organizational structure/leadership.

16:00 - 17:00

S-Team Goals. An in-depth explanation of how these are established during the OP planning process and the nuts and bolts of documenting, monitoring, and reviewing them during the year. We'll discuss the similarities and differences between S-Team goals and how we have seen organizations use OKRs.

17:00 - 18:00

Monthly and Quarterly Business Reviews. We'll cover how MBRs and QBRs can be used to measure progress against your Annual Operating Plan and know when to make a course-correction.

18:00 - 20:30

Backyard Grill Experience. (Dinner included)

Day Three - 16th May

09:00 - 10:30

Manage Your Inputs, Not Your Outputs. Discovering and establishing the right collection of output and input metrics to set goals, guide activity, and measure progress. Identifying and focusing on controllable customer-facing input metrics yield small wins, which, compounded over time, are transformational.

10:30 - 13:00

Input Metrics Breakout Session. Divide into small groups. Ask teams to start with one or more of their company's output metrics and generate a comprehensive list of input metrics. Get back together as a group. Have teams present their input metrics and discuss/give feedback.

14:00 - 15:00

The Weekly Business Review. This module is a deep dive into output and input metrics covering all business units, the customer experience, financial results, and critical operational metrics from all functions. We go into greater depth (than in WB) on the nuts and bolts of building a WBR. This will include detailed explanations of how the report should be built (and how not to do it).

15:00 - 16:00

Initiatives and Innovation. Most companies we've observed have many more ideas than they can implement. Yet they also lack a formal, efficient process for identifying the best ideas, improving them from their original state, and deciding which ones to greenlight. Developing, iterating, debating, and aligning on a prioritized list of new initiatives that will deliver the greatest impact using PR/FAQ. This chapter will describe how this process fits within the OP planning cycle and the OC.

16:00 - 17:00

Wrap Up and Closing Thoughts - Develop and action plan for

- What you'll share with your leadership team
- What you do in the next 30-90 days

Package

Meet & Greet + 2-day training + capstone meeting

2 Day Training with Colin Bryar

20 hours of Colin perspectives, case-studies and free Q&A.

+ Managing Like Amazon Manual

Take notes directly on Colin's exclusive template exclusive templates and frameworks, and share it with your team.

+ Meet & Greet with Colin Bryar

Get to know Colin and other participants.

+ Backyard Grill Experience

Conversation meet fun. With a hilarious comedian-magician and premium meat cuts, restore all your energy for the second day.

+ Lunch, dinner and coffee-breaks

We have options for you. Vegan. Non-gluten. Non-lactose. Our personal chef will take care of your nutrition and health.

+ Hotel Included (2 nights)

Accommodation at Hotel Vila Galé Tomar. Located in the heart of Tomar.

+ Signed Certificate

The certificate have your personal name to be able to verify its authenticity, signed by Colin.

Until 5th April

4300€ +VAT

After 5th April

4900€ +VAT

[Reserve your seat. Click Here.](#)

14-16
May 2024

Herdade Caçabrava,
Tomar

Whatsapp
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Catarina Barradas
Brand Director - EDP

It was two enriched days of shared knowledge and interaction with an exceptional instructor.



Sofia Alves
Director of People - Outsystems

I brought tools and ideas to myself, my team and my company.



João Machado
Head of Marketing - GALP


Excellent program content, networking and event organization.

CLIENTS FROM PREVIOUS EDITIONS



FARFETCH

NESPRESSO

 **outsystems**

NOVABASE



**Jerónimo
Martins**

gato preto