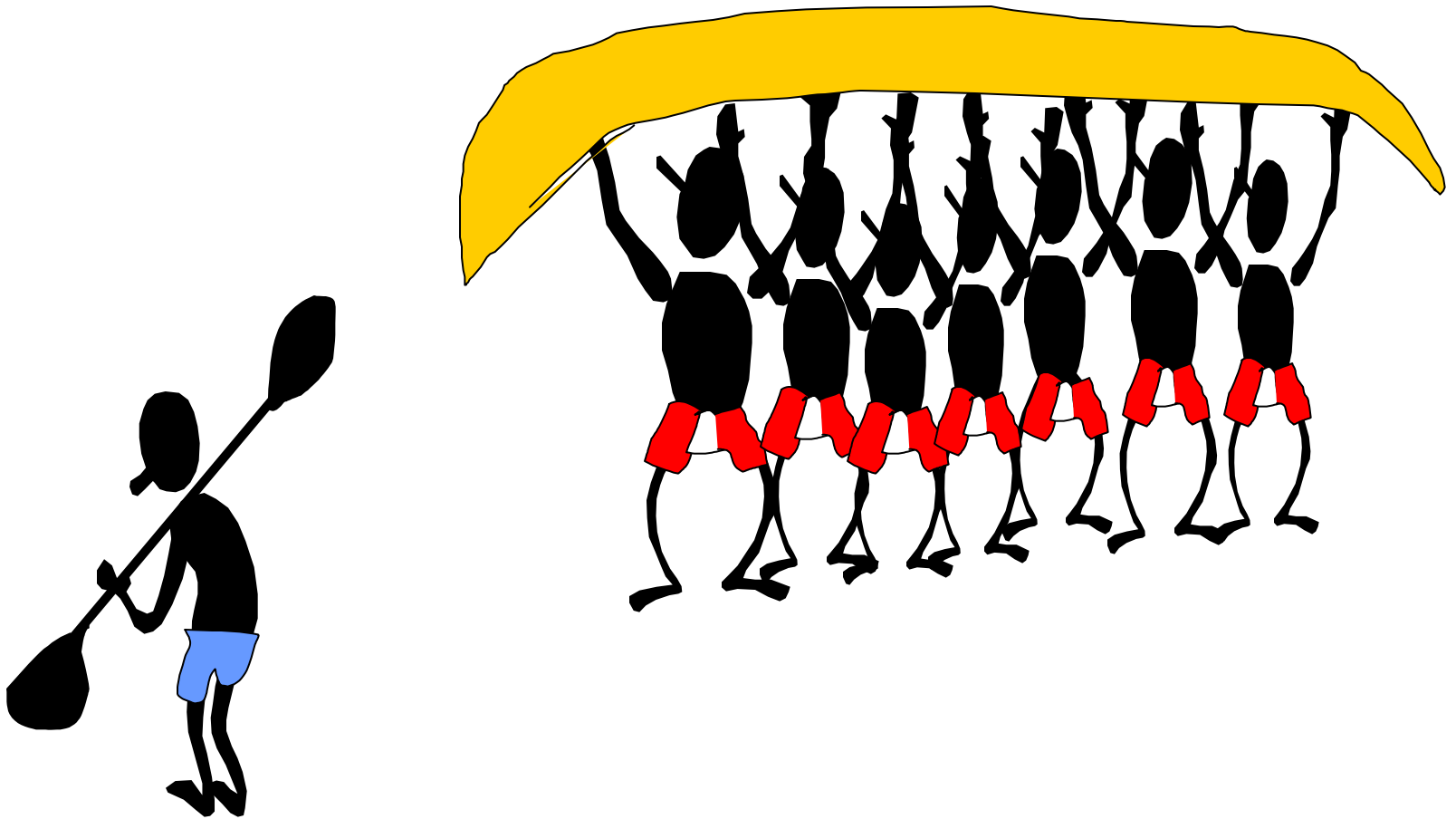
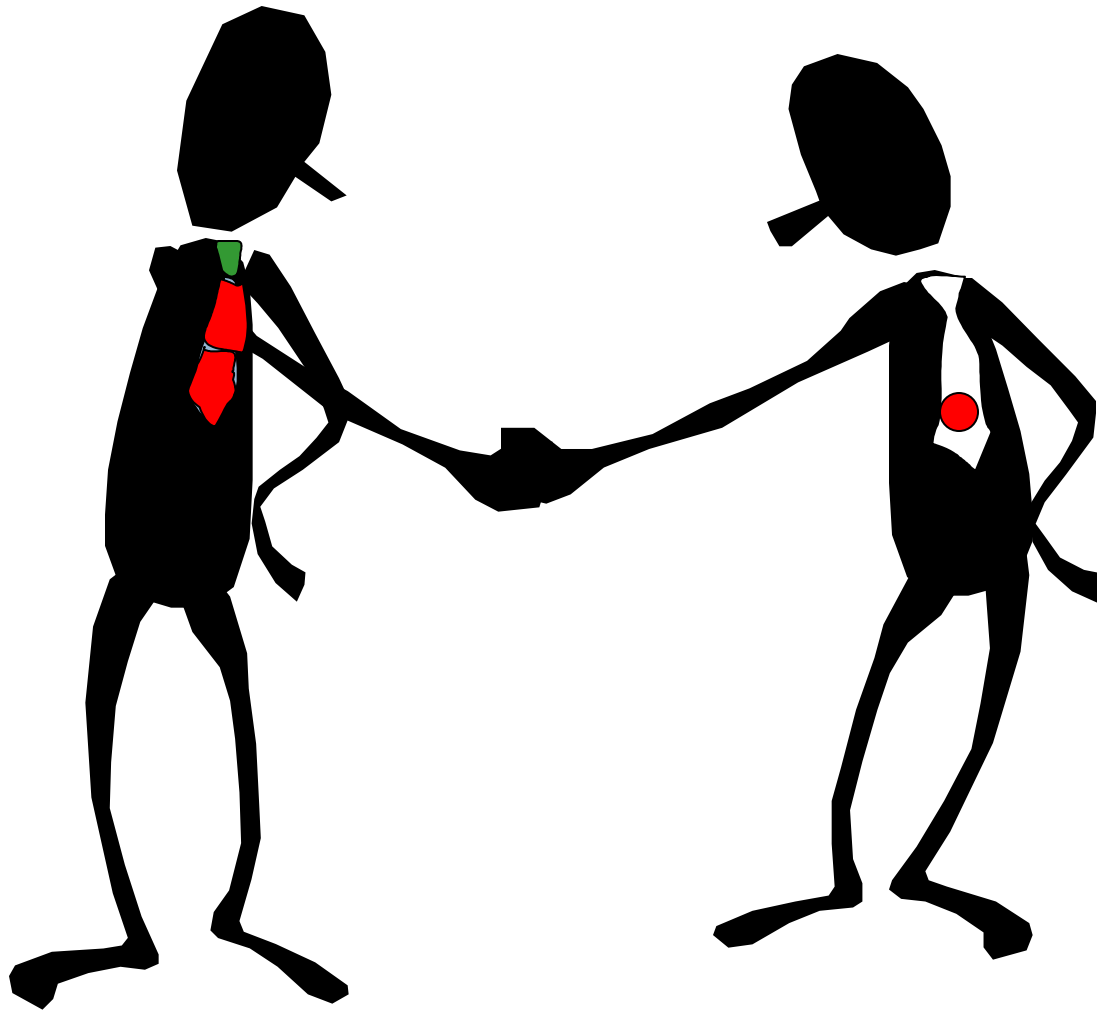


*The Race*



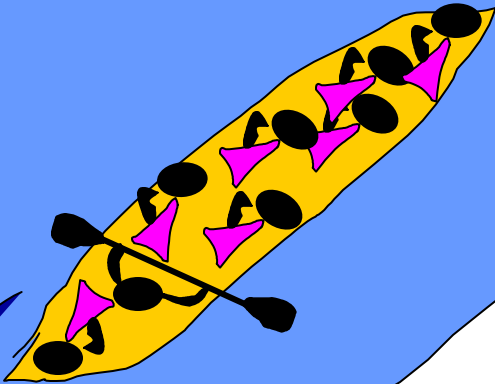
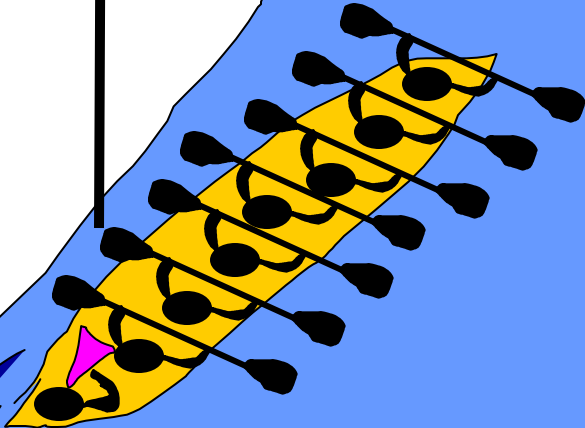
Once upon a time there was a Timbuktu rowing team



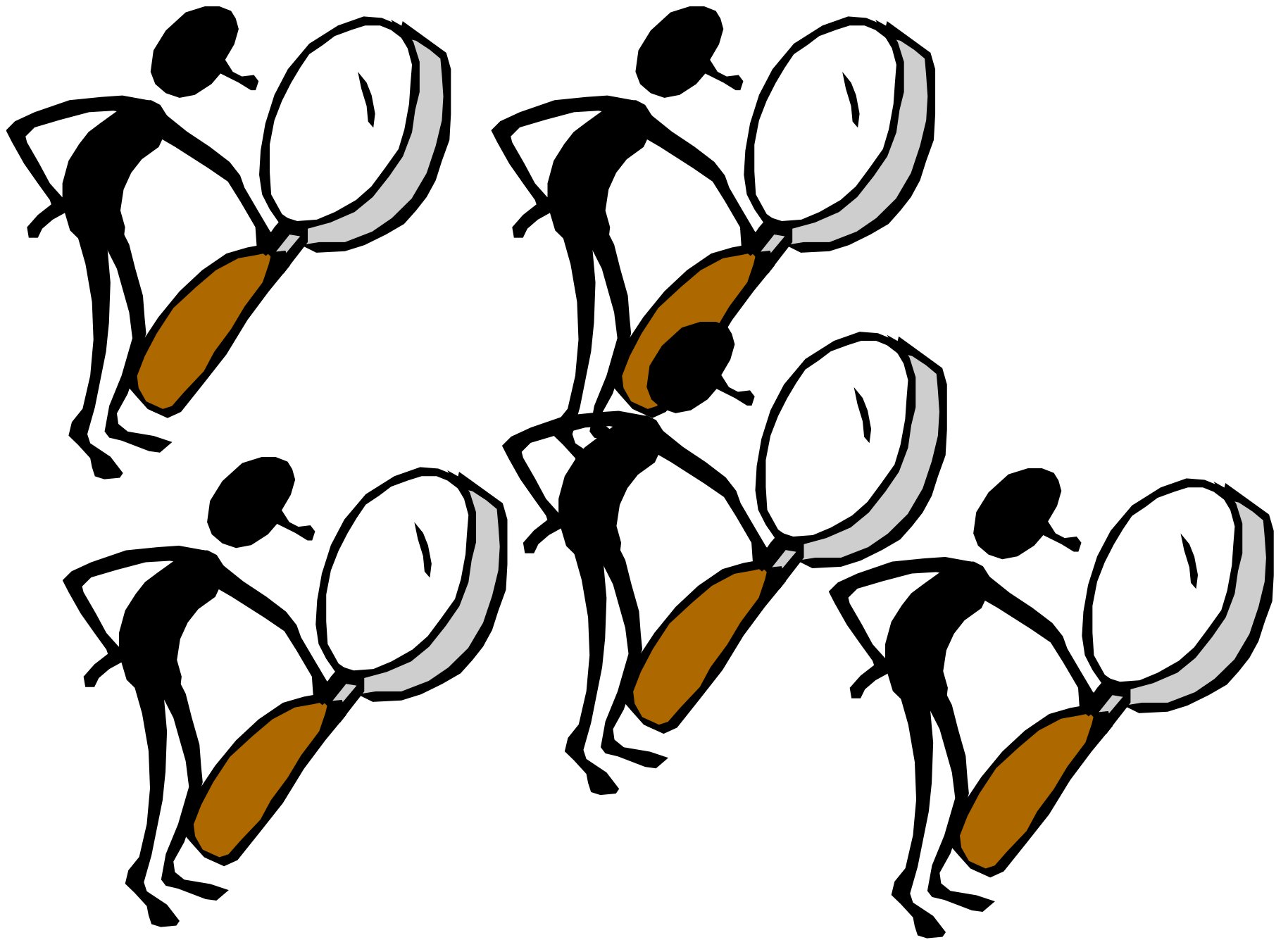
Timbuktu and Japan agreed to hold an annual rowing race. Each team should contain 8 men.

Both teams worked really hard to get in the best shape. On the day of the first race, both teams were in similar condition. The Japanese team won by 1 mile.

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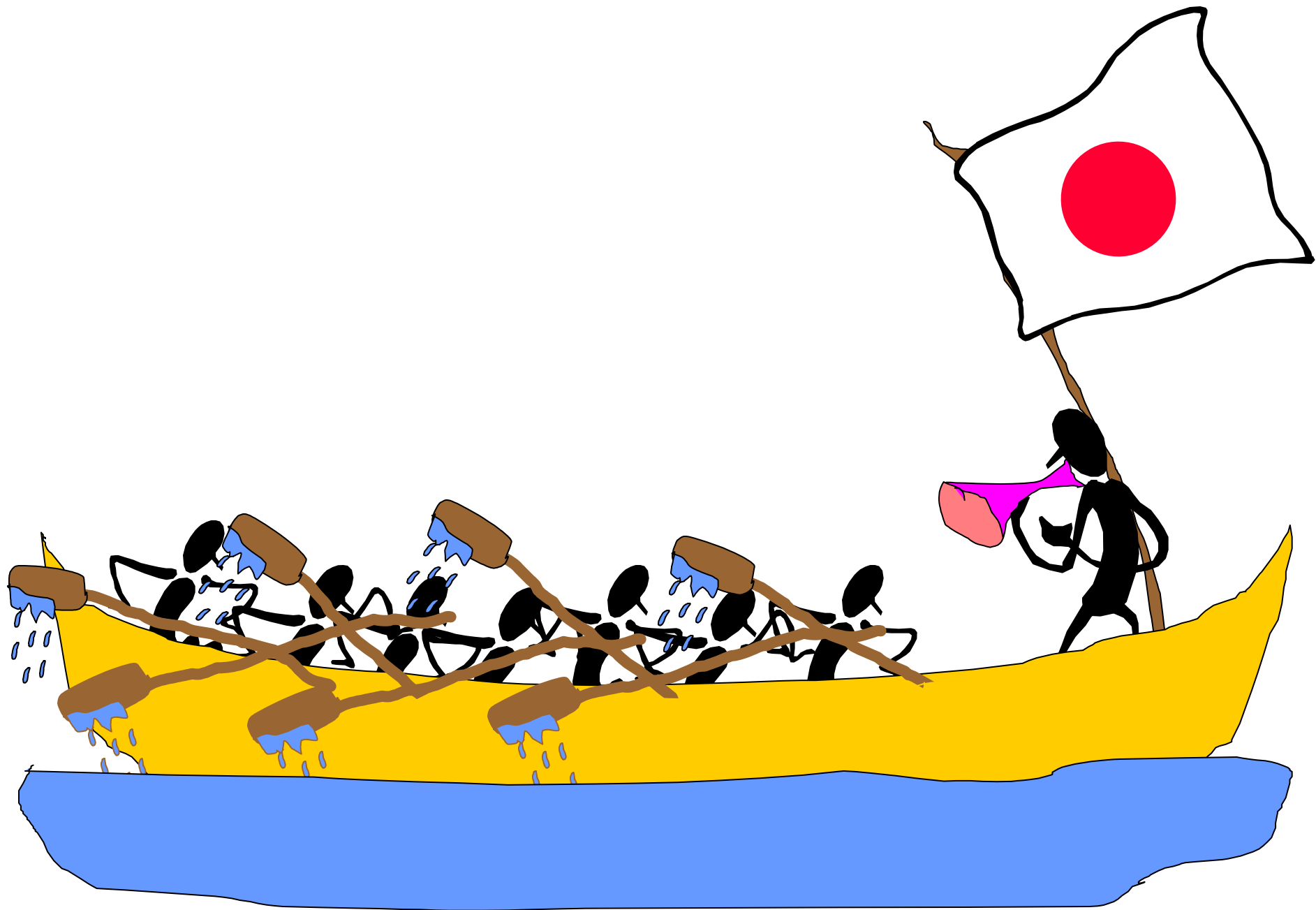


The mood in the Timbuktu team was really close to freezing point. The top management decided to win the race next year. So they established a team of analysts to observe the situation and recommend an appropriate solution.

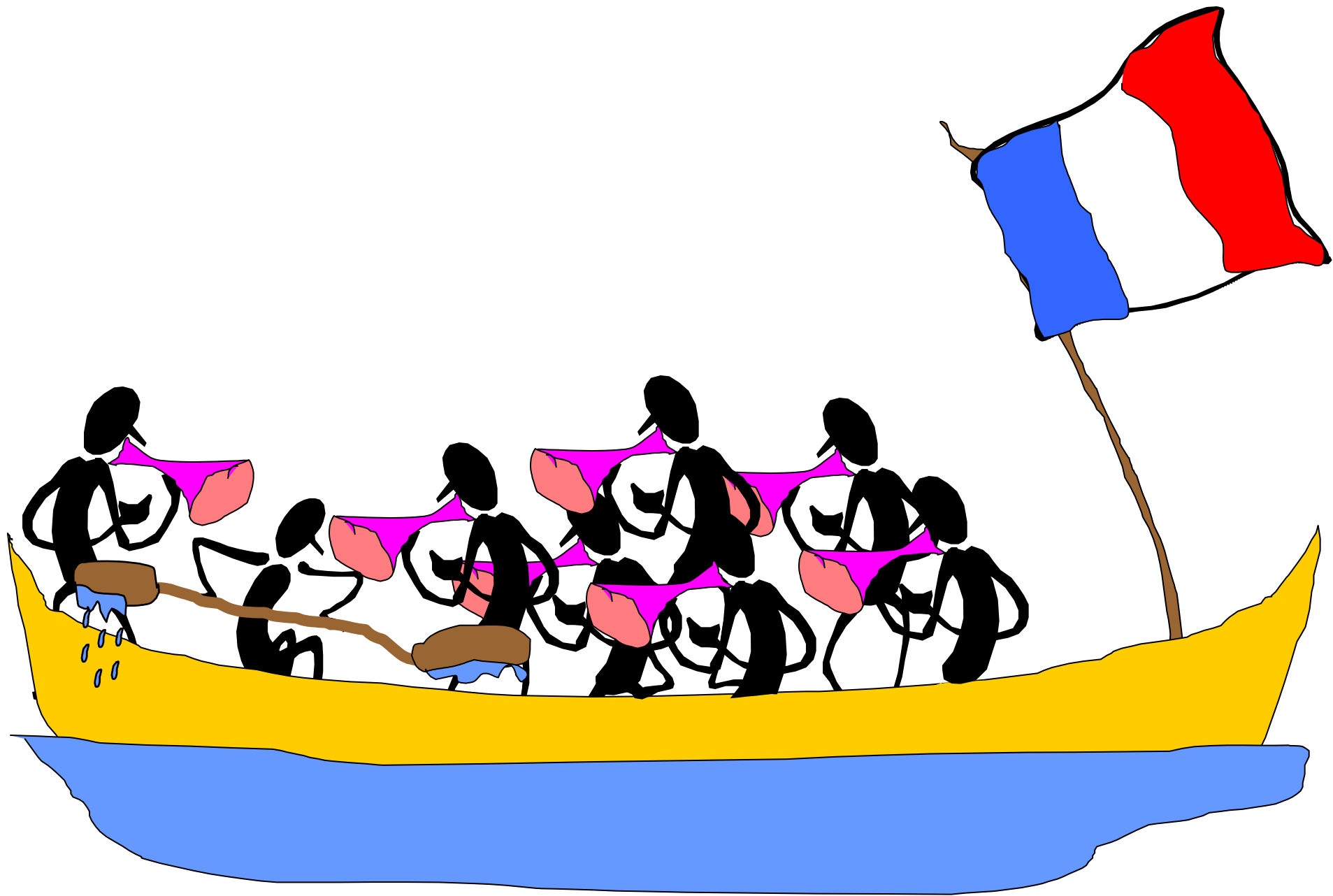


After several weeks of detailed analysis, the team found out that Japanese had 7 rowers and only one captain.



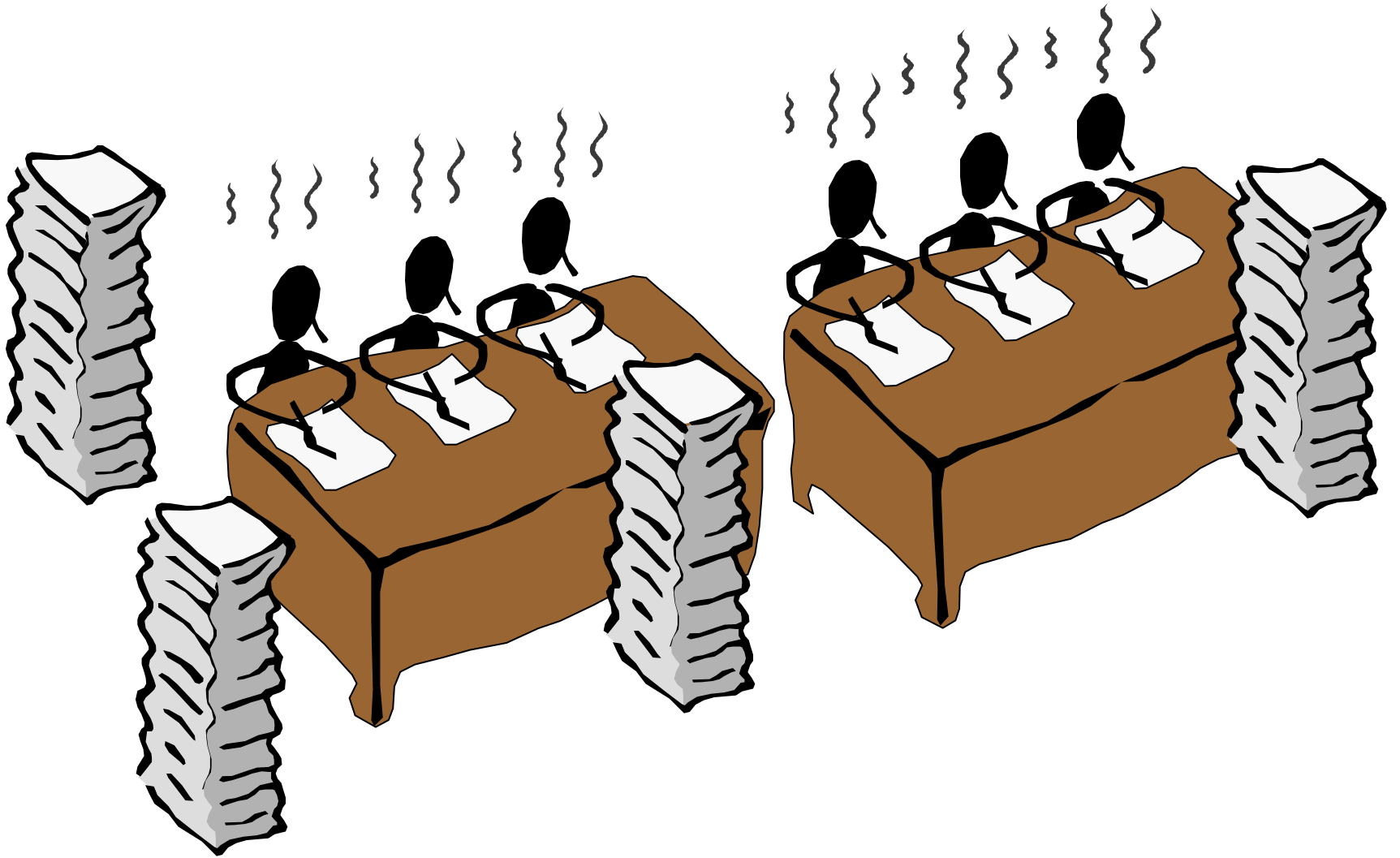


... and the Timbuktu team had 7 captains and only one rower.



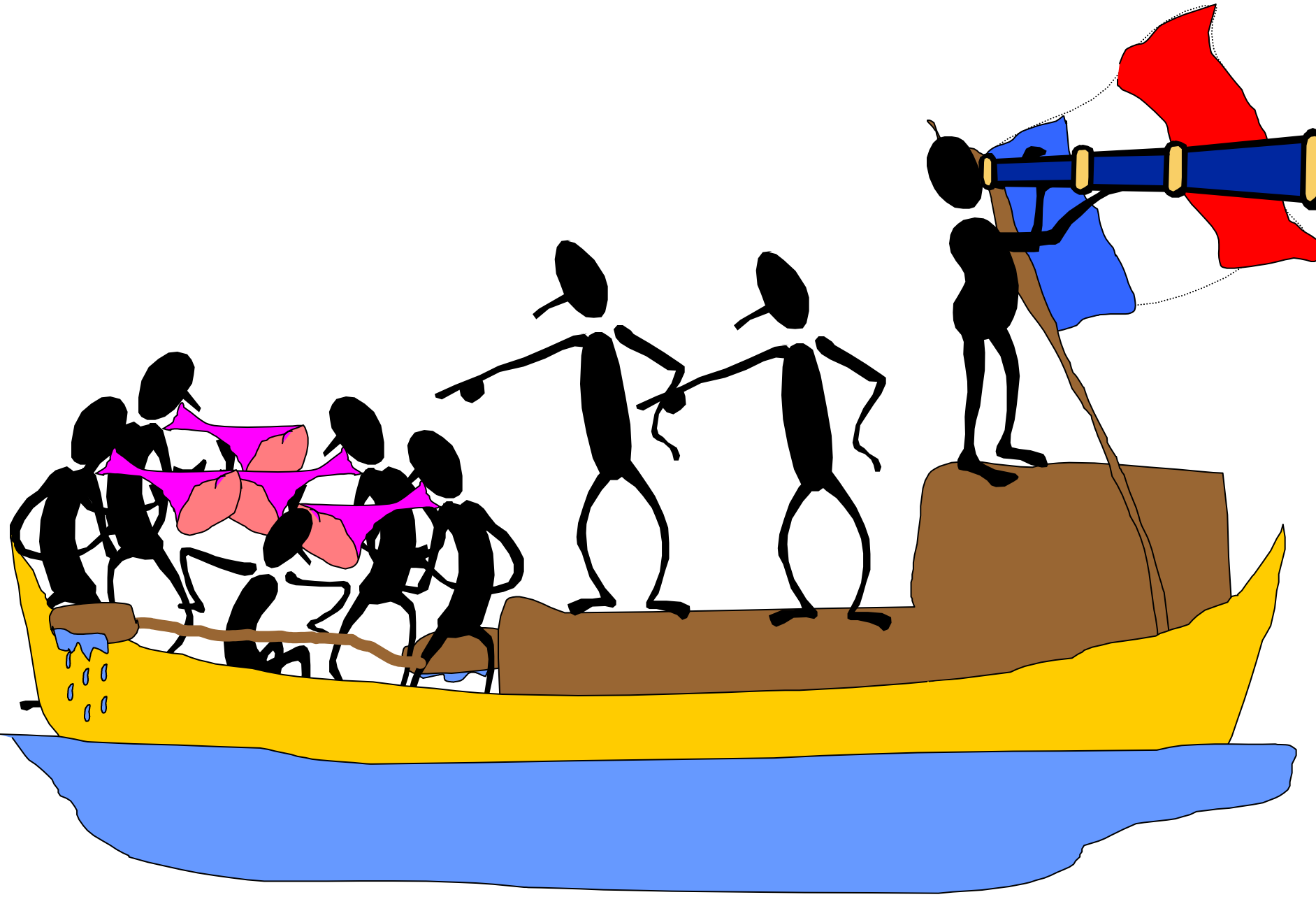
Facing such critical scenario the management showed an unexpected wisdom: they hired a consulting company to restructure the Timbuktu team.





After several months the consultants came to the conclusion that there were too many captains and too few rowers in the Timbuktu team. A solution was proposed based on this analysis: the structure of the Timbuktu team has to be changed!

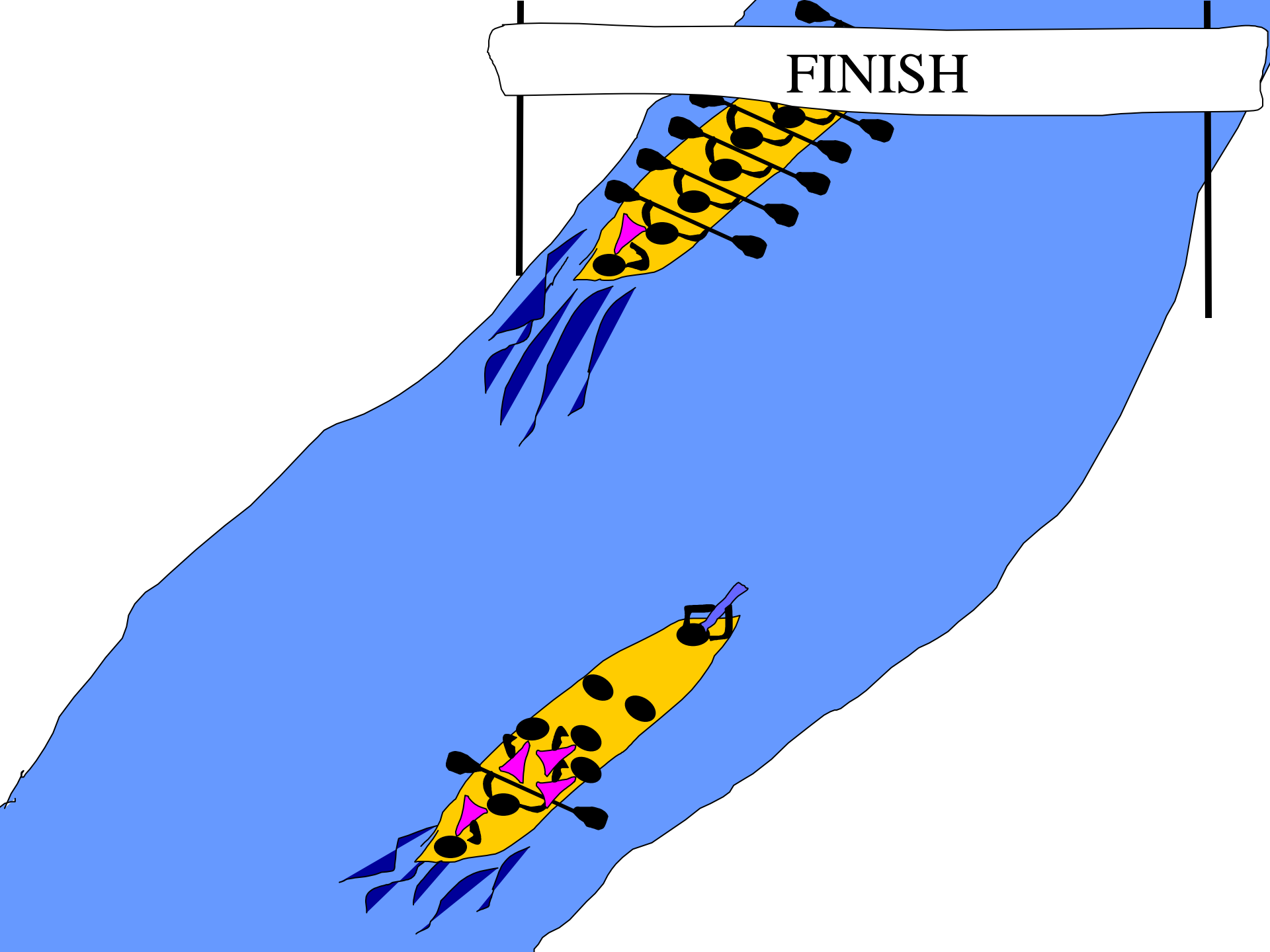
As of today there will be only four Captains in the team led by two Managers, one Senior Manager and one rower. Besides that, they suggested to improve the rower's working environment and offer a reward and recognition scheme.

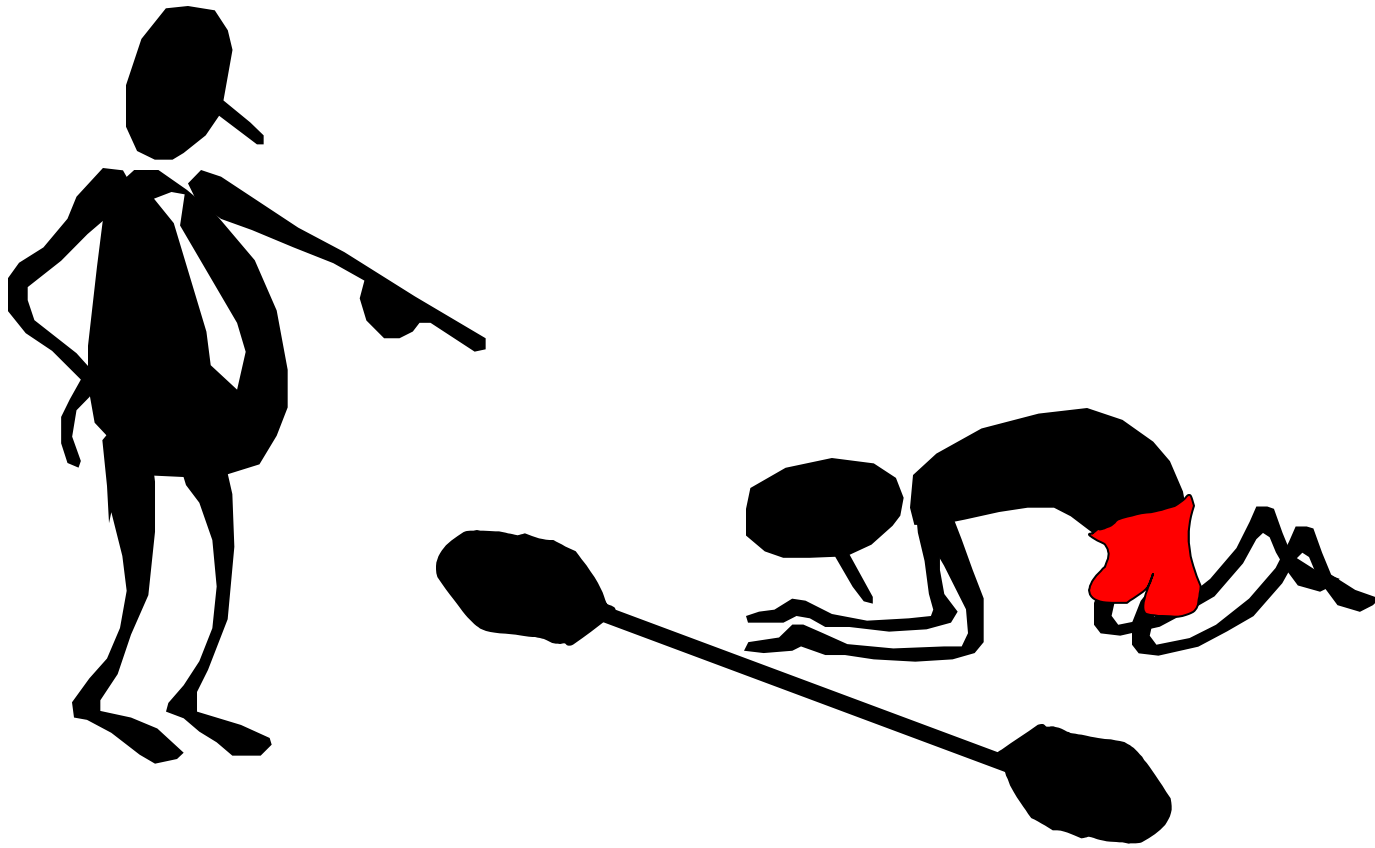




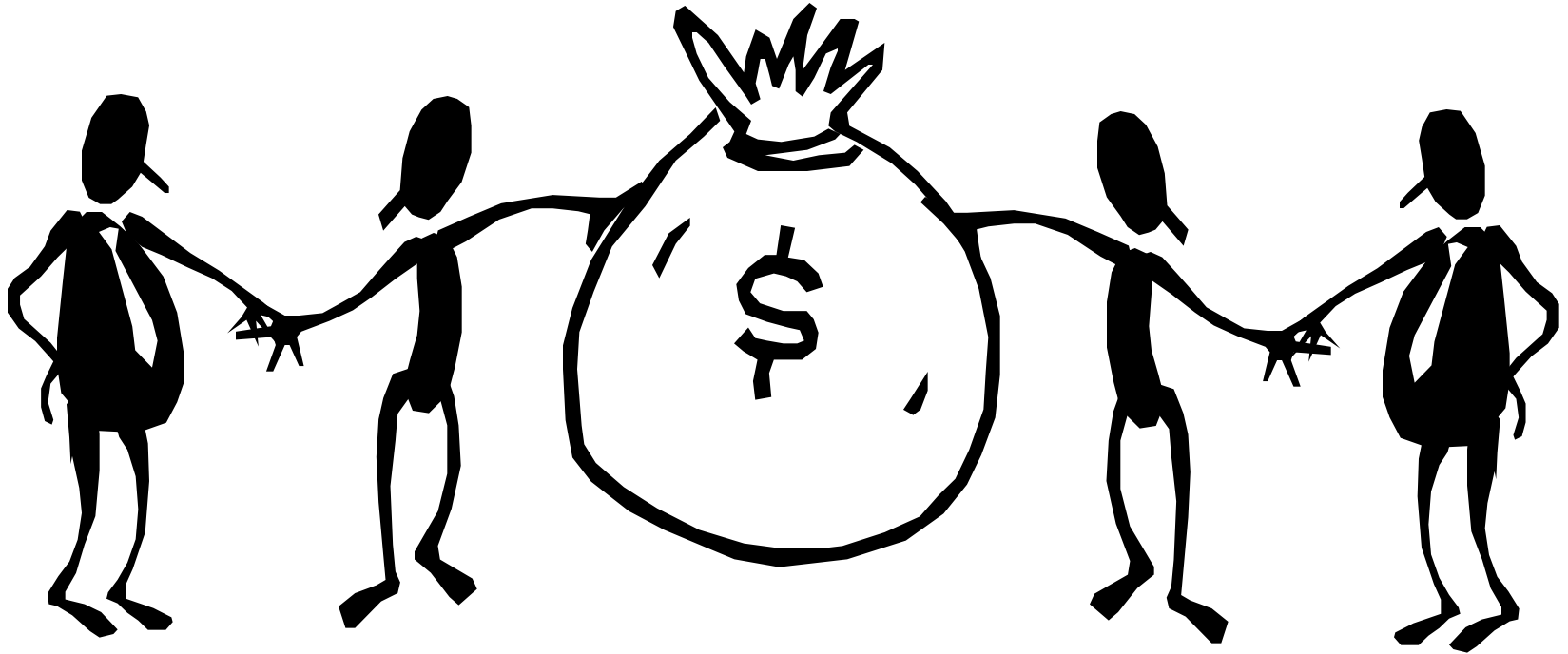
The next year, the Japanese team won by 2 miles.

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The Timbuktu team management immediately sacked the rower from the team based on his unsatisfactory performance.



But a bonus was paid to the management for the strong leadership and motivation the team showed during the preparation phase.

The consulting company prepared a new analysis, which showed that the strategy was good, the motivation was O.K. but the tool used was sub-standard and had to be improved.

Currently the Timbuktu team management is having a new boat designed and has advertised nationally for a new rower.