Case Study/Table Discussions

How Incentives & Changes Drive Behaviors
DO YOU KNOW THIS PERSON?

DAN WHELDON

- 2X INDY 500 WINNER (2005, 2011)
- 2005 INDYCAR SERIES CHAMPION
THOSE LEFT BEHIND....
TWO OF AMERICA’S LARGEST AUTO RACING LEAGUES
INDYCAR’S NEW CEO

CEO beginning March 1, 2010

GOALS FROM THE OUTSET:

• INCREASING THE SPORT’S VISIBILITY AMONG GENERAL AUDIENCES

• EXPANDING THE SCHEDULE TO MARKETS THAT ARE IMPORTANT TO ADVERTISERS

• MAKE OPEN-WHEEL RACING JUST AS POPULAR BECAUSE OF WHAT HAPPENS ON THE TRACK

Randy Bernard
2011 SEASON ENDING INDYCAR SERIES RACE

1-1/2 MILE OVAL-SHAPED TRACK

DESIGNED FOR NASCAR STOCK CAR RACING

20° BANKING ALLOWS CARS TO RUN “FULL OUT” AROUND CORNERS

TRACK RECORD SPEED OF 227 MPH
2011 SEASON ENDING RACE

**At Stake:**
- **Season Championship**
- **$5 Million Bonus for “Non Routine Driver” to Win**

**In the Race:**
- **34 Cars Instead of Normal 20**
- **200 Laps**
- **Full Out Near 225 MPH**

**Facts:**
- **110 Yards in One Second**
- **One Car Every 0.7 Seconds**

**The Crash:**
- **Lap 11 of 200**
- **Two Cars Touched Wheels Near the Front of a Pack**
- **15 of the 34 Cars Wrecked**
- **1 Fatality**
- **2 Others Hospitalized**
"WE ALL HAD A BAD FEELING ABOUT THIS PLACE IN PARTICULAR JUST BECAUSE OF THE HIGH BANKING AND HOW EASY IT WAS TO GO FLAT."

"WE KNEW IT COULD HAPPEN, BUT IT'S JUST REALLY SAD."

"IT'S GOING TO BE A PACK RACE, AND YOU NEVER KNOW HOW THAT'S GOING TO TURN OUT."
DO YOU SEE SIMILARITIES TO SAFETY IN PROJECT MANAGEMENT AND SITE CONSTRUCTION?

1. **Created incentives that encouraged increased risk taking.**

2. **Made changes that took something beyond its design capacity and safe operating limit.**

3. **Concerns from the front line were not loud enough or listened to adequately by management.**
AT YOUR TABLES, DISCUSS YOUR EXPERIENCES – BOTH GOOD AND BAD – IN THESE AREAS. SHARE WHAT YOU’VE SEEN WORK, AND WHAT HASN’T WORKED.

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2. Made changes that took something beyond its design capacity and safe operating limit.

3. Concerns from the front line were not loud enough or listened to adequately by management.
DAN WHELDON  1978-2011

THERE ARE MANY SAFETY LESSONS IN HIGH RISK ACTIVITIES.

LEARN THEM AND SHARE THEM.