

# Managing Like Amazon

2nd Edition





# Colin Bryar

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13 years as VP, Chief of Staff to the CEO at Amazon.

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Appointed as Jeff Bezos's Shadow - Making Jeff a Better CEO.

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One of the 10 members of Jeff Bezos's Senior Team, accompanying the entire growth of Amazon.

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Co-authored Working Backwards: Secrets from inside Amazon.



**Jeff Wilke, CEO, Worldwide Consumer Amazon**

*“Colin have captured the essence of what it means at Amazon to start with the customer and work backwards. He held important leadership roles at critical moments in the company's history that he has translated into interesting stories and lessons. I even plan to use it as a reference myself.”*

# Masterclass Overview



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



We hope to convince the audience that 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 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. 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 Operating Cadences to choose from. If you don't have one, you can learn and implement the one Amazon uses in this class.



# Program

 [Click to watch last edition trailer](#)

## 29th October

29th October 18:00 - 21:00

### **Meet & Greet**

Managing Like Amazon Masterclass start with a captivating Meet & Greet at Herdade Caçabrava.

Prepare to embark on an journey as Colin offers an insightful overview of the upcoming two days, setting the stage for an engaging exchange.

Each participant will have time to speak with Colin and share their company's challenges.



# Program

## 30th October

30th October 09:00 - 11:00

### **Hiring - How Amazon Raises The Bar**

How Jeff Bezos got the right people on the bus and built an unconventional culture of commitment, discipline and growth - Amazon Bar Raiser Process.

Coffee-Break 11:00 - 11:30

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30th October 11:30 - 13:00

### **Leadership Principles & Core Values**

How Amazon build and refine the leadership principles. Plus, behavioral interviewing for company core values and/or leadership principles.

Lunch 13:00 - 14:00

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30th October 14:00 - 16:00

### **Annual Operating Planning & Operating Cadence**

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.

Coffee-Break 16:00 - 16:30

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30th October 16:30 - 18:00

### **Monthly and Quarterly Business Reviews**

How MBRs and QBRs can be used to measure progress against your Annual Operating Plan and know when to make a course-correction. (original MBRs and QBRs from Amazon).

Backyard Grill Dinner 18:30 - 21:00

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# Program



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## 31th October

30th October 09:00 - 11:00

### **Manage Your Inputs, Not Your Outputs - Amazon's Flywheel Concept**

Discovering 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. Behind the Amazon's Flywheel creation.

Coffee-Break 11:00 - 11:30

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30th October 11:30 - 13:00

### **Flywheel & Input Metrics Session**

Interactive session where participants work on their flywheel and company's output metrics to generate a comprehensive list of input metrics. Colin will analyse and give feedback on participants flywheels and input metrics.

Lunch 13:00 - 14:00

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30th October 14:00 - 16:00

### **The Weekly Business Review**

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).

Coffee-Break 16:00 - 16:30

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30th October 16:30 - 18:00

### **Initiatives and Innovation**

Most companies have many more ideas than they can implement. Yet they also lack a formal, efficient process for identifying the best ideas, improving them, 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. How this process fits within the OP planning cycle and the Operating Cadence.

Ending 18:00 - 18:30

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# Package

## Meet & Greet 29th October

Connect with Colin and get to know each one of the participants at Herdade Caçabrava, Tomar.

## Managing Like Amazon Workbook

An exclusive book where you can find Colin's frameworks and systems.

## Backyard Grill Experience

You will experience our Backyard Grill where premium meat cuts are grilled and music set the tone for conversations.

## 2 Day Course 30th & 31st October

A look inside the machine that operates Amazon. Colin will share secrets and answer your questions.

## Hotel & Food Included

Accommodations takes place at Vila Galé Tomar Hotel. All meals are included during the three days.

## Signed Certificate

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



## Co-CEO, Quinta da Aveleda

*This business retreat was wonderful. You truly get to connect with people and trade perspectives with them. If you're considering something like this, go for it. The real risk is not doing it.*



## CEO, Brave Generation Academy

*This business retreat was wonderful. You truly get to connect with people and trade perspectives with them. If you're considering something like this, go for it. The real risk is not doing it.*



# Reserve

## Date

29-31th October 2024

## Admittance

5300€ +VAT until 13th September.  
Increases to 5700€ + vat

## Location

Herdade Caçabrava, Tomar, Portugal

## Audience

30 ceo, coo, chro, and similar

## Contact

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### **CEO, h3 Real Food Group**

*It was a privilege attending this masterclass, conducted by Business Retreats. Learning from Colin's expertise provided invaluable perspectives on corporate governance and management systems.*

### **Deputy Global CEO, Proef**

*Really insightful retreat that allowed me to challenge some of our strategic processes and bring some fresh thoughts into my organization. It is a unique opportunity to be face-to-face with a senior executive from Amazon.*

### **Managing Director, Rangel Logistics**

*It was a excellent opportunity to meet a S-Level manager from Amazon here in Portugal. I learned new management techniques and was also inspired with these new techniques to import and adapt them in my organization.*

### **CFO, Sonae Arauco**

*The attention to detail and professionalism were exceptional, making the experience informative, practical, and enjoyable. The high-quality program reflected a deep understanding of best management practices.*

### **CHRO, Waeg - an IBM Company**

*I just can recommend everyone in my network to take this opportunity. Colin was absolutely phenomenal, as well as all the organization and reception from Business Retreats during the 3 days.*

### **Global CEO, Manutan Group**

*Engage at this personal level with everyone is extremely valuable. Learning from someone like Colin was a very unique thing. It's clear to me how Amazon does it and I'm quite confident that I can cascade it into our organization.*

### **HR Director, Vanguard Properties**

*Colin show the details regarding the processes that led Amazon to the success we all know, or the day-to-day situations and show how the leadership team and each employee is crucial on the road to success.*








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**First Edition Participants were Ceo's, Coo's, Chro's and similar from:**





# Business Retreats Committee

    
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**Liz Muller**

Advisor and Former SVP at Starbucks



**Paula Arriscado**

Advisor and CHRO at Salvador Caetano  
(Toyota)