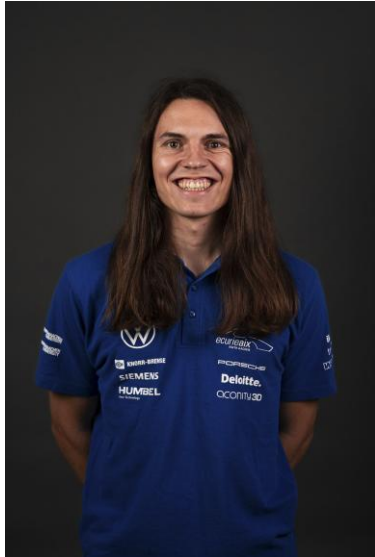




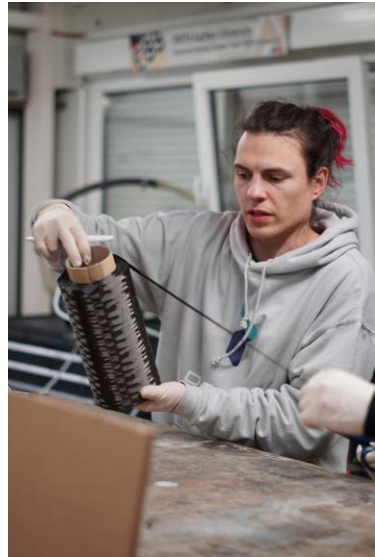
How (not) to be a (Driverless) Group Leader.

jle@arwohamburg: ~\$ whoami

- Jonas Lemmen
- Joined Ecurie Aix in October 2023 – DV Control
- Administrative Lead in DV since 2024



Oct. 2023



Jan. 2024



Apr. 2024



Sep. 2024

?

Oct. 2025

WHY DID I CHOOSE TO DO IT?

- Largest chance for self improvement I saw
- Responsibility / Agency
- Being able to do cool stuff now
- Teaching people
- Experiencing the – what I consider to be – most complex emotions



You leave something like this as a different person.

WHAT DO I DO?

An Excerpt



Interface to other groups/members, acquire & maintain sponsoring contacts, software internship via university, organize/coordinate/prepare/evaluate tests, member acquisition/ onboarding/ recruiting/ mensa visits, presentations for sponsors/lecture visits/meetings/get together/trade fairs, represent the entire group, EDE preparation, documentation, guides, wikis, group meetings & group buildings, member supervision, therapist, reference person, make sure hardware works, event documents, know rules by heart, know the car inside out, prepare car for tests, scruti prep, interaction to other teams, exchange ideas, help members, know what everyone is working on, alumni contact/exchange, trying to be a role model for the members

Preparations

Before your season



© FSG Andrae

HOW TO PREPARE FOR A GL SEASON

- Be present in the season before, see how your current GL is doing it
 - Much sitting next to them and watching
 - Help on the test track
- Start learning about important things **before** the season
- Help out with EDE preparations
- Sit in with application interviews
- Start taking responsibility
- **Learn the Rules**

PERSONAL NOTES IN PREPARATION

- Understand what your role will be
 - Friendship vs Business
 - You will be the role model for your members
- Learn to deal with criticism
- Learn to communicate your (groups) desires
- Consider the time investment
- Understand why you want to do it

Structure

Meetings & Orga Stuff



© FSG Wintermantel

WEEKLY FIXED MEETINGS

- Mondays: Group Meetings
- Wednesdays: Team Meetings
- Fridays: Work Sessions
- Once a month: Sprint for a Weekend
- Goal: Get the people to the Workshop on different days

WAYS TO IMPROVE

- Learn from the experiences of others
 - Podcasts, Videos, Experience Reports
- Talk to your Alumni
- Constantly re-evaluate your status
- Read Documentation
 - Understand the concepts
 - Focus on one thing



THINGS I'VE LEARNED

- Try everything, ask why stuff is happening
 - Kids are not afraid to ask why 100x
- Be open to constant change
 - The only certain thing is that you can never 100% rely on things to stay the same / expected



WHAT DIDN'T HELP ME

- Hearing sentences like:
 - Focus on the important stuff
 - „Just put more effort in“
- For this, try to keep the “bigger picture” in mind





TEAM SPIRIT / CULTURE

- „Formula Student Success is less about designing a good car and more about designing a good team“ ~ Claude Rouelle
- How you manage is just as important as what you do
- You lay the basis for short & long term developments of the team and your members

MEMBERS

- Have tasks ready
- They expect you to help them (especially in the beginning)
- Learn about their expectations, re-evaluate after some months
- Your tasks is mostly distributing tasks and making sure stuff works
- Don't underestimate exam phases
- They will come when they want, not when it fits into your schedule
- Group Should be flexible



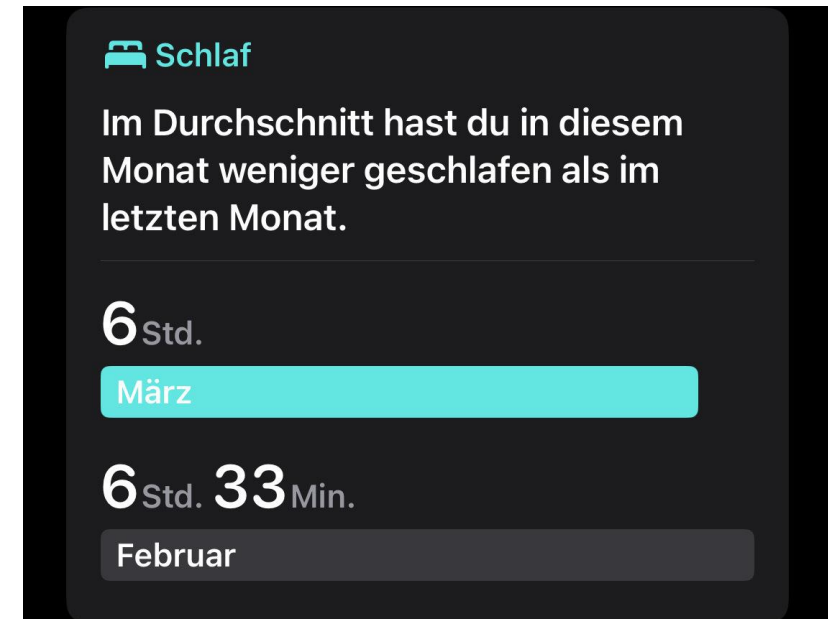
THINGS YOU CAN'T CHANGE

- You will always be uncertain
- Not enough knowledge
- Not enough time
- There will be discussions with the leadership
- Motivation of your members (or not easily)
- You are the biggest enabler and opponent of your goals



STUFF THAT WILL BE TOUGH

- Distancing from things outside the team
- Staying motivated – always
- Time management
- Time investment
- Stakeholder management
- Testing phase
- Sacrifices



IMPORTANCE/PRIORITIES

- You will get a feeling what is critical
- Go from season goal to doable partial goals (learnable)
- At some point discard everything not aiding you in achieving your season goal (or re-evaluate your goal)
- Solution oriented work is a learned skill
- Always ask yourself:
 - Whom will it help if I do this?



SMALL DETOUR: PRESSURE

- Butterflies show that you mean it
- Pressure will lead to you taking worse decisions
- But: How to not crumble?

HOW NOT TO CHOKE

- Understand where the fear is coming from
 - Use it as motivation to rise to the challenge
 - Positive visualization
 - Learn from professional athletes
- Preparation is key
 - If airplanes need checklists, so do you
- Practice meditation
- It's only over when it's over



PREPARATION

- Especially with merge cars: You will never be prepared enough
- Preparation is as important as doing it
- Evaluate possibilities
- **Practice makes permanent**
 - Perfect practice makes perfect
- Understand what you've achieved
 - But also what might be missing



GOALS OF TESTING

- Make mistakes that you don't make later
- Gain:
 - Knowledge
 - Experience
 - Data
- Validate developments
- Know and apply the rules
- „Formula 1 vehicles break, so will yours“



EVENTS

- „Dinge passieren, Dinge passieren nicht“
 - Things will happen, but things will not happen
- Try to take it in
 - You can't change that much anymore
- Don't drive a completely untested setup
- ASR: Know what is happening on your vehicle
 - Safety should be your top priority
 - Otherwise EV guys might not be so friendly anymore ;)

AUTOSPORT

F1

“

WINNING IS ONE
THING - BUT **OUT OF
LOSING I ALWAYS
LEARNED MORE.
BECAUSE YOU DON'T
WASTE TIME
BLAMING
SOMEBODY ELSE.
ANALYSE YOURSELF.
CHANGE YOURSELF
TO BE SUCCESSFUL.**

NIKI LAUDA

ON HIS MENTALITY AND APPROACH
TO BEATING HIS RIVALS IN F1



CLOSING THOUGHTS

- Take care of your body – It will need rest
- Many things you do will go unnoticed
 - Even by yourself. You will dismiss your progress
- You will never feel prepared enough



CLOSING THOUGHTS #2

- No reward without input
- How does motivation even work?
- Interpersonal skills are just as important as technical ones – It's a team job
- You are not perfect, but capable of improvement
- It's about the people
- Gratitude
- Take care of yourself



ADDITIONAL REFERENCES

- Claude Rouelle, Advice for SAE teams
 - <https://www.youtube.com/watch?v=c1n-rggSTyY&list=WL&index=332>
- Racecar – Searching for the Limit in Formula SAE
 - Matt Brown
- Formula Student: Survive to Drive
 - Filip Söderberg
- FSG Academy 2024
 - https://www.youtube.com/watch?v=u1TVc0UIWxA&list=PLtuNXpGOPQ_ajNH4Ckc9r8HK-D1msaPI&index=11

FEEDBACK & CONTACT



- Contact:
 - jonas.lemmen@rwth-aachen.de
- Otherwise:
 - See you after this talk or on the events this summer

ADDITIONAL, UNSORTED POINTS

- Goodharts Law: „When a measure becomes a target, it ceases to be a good measure“
- Possible EDE Questions:
 - Engineering Report
 - How to communicate developments to the next season
 - Explain thoughts and mistakes, clear up right and wrong decisions
- Use Key Performance Indicators
- Trust the process