



ITMAM BASHAR

Lancia - A company that turned heads and rocked the WRC world, dominating from 1974 to 1994. Who would've thought that the same company that produces only one car in one country nowadays had such a glorious past? The brand that used to be known for making overpowered rally cars full of innovative engineering has turned into rust buckets in the modern day.

We know back in the late 80s and 90s rally racing was at its peak with manufacturers like Toyota, Mazda, BMW, Audi, Mitsubishi, Subaru, Ford, and even Nissan in rally races. The brand that stood out among all these giants was a small Italian company called Lancia. The first successful Lancia was the FWD Fulvia which had been winning every Italian rally race since 1965.



Lancia needed a new model to replace the car, and a designing company called Bertone saw that as a great opportunity, independently building a working design called Stratos HF Zero on a Fulvia chassis. Lancia was interested and told them to build them a car that is strictly for winning rally races. Marcello Gandini, who designed the Lamborghini Countach and the Miura, was working on the Stratos. Lancia soon debuted the new Stratos HF prototype in the 1971 Turin Motorshow. Afterwards, a team led by racer and engineer Mike Parkes spent three years developing, testing and

honing the Stratos prototype.

The Stratos was a small mid-engined RWD car that featured a curb wraparound windshield for maximum aero. Lancia race team director Cesare Fiorio convinced Enzo Ferrari to give them 500 of the 190Hp V6 engines from the Ferrari Dino. The Stratos body was made out of fibreglass and only weighed around 910kg so it moved to 60 mph in 7 seconds. Then in 1973, 492 cars were quickly made, and by 1974 Stratos was ready to enter WRC group 4.

The race-tuned Stratos made between 270Hp to 320Hp which immediately blew the fans and the competition away. Stratos went on to make history by winning three consecutive manufacturing championships in 1974-1976 then still kept on winning rallies till 1981. Before the Stratos, there was no other car ever made to be solely made for Rally racing.

In 1980 Lancia began working with Abarth and Pininfarina to develop the Rally 037 Stradale. This car would be built specifically for the now lawless and infamous WRC Group-B Class. 200 of 037 Stradale models making 210Hp were homologated for the street, a lag-free supercharger was added to the 2-litre inline-four to make 280+Hp for the WRC rally. The engine was placed longitudinally instead of transversely to fit a superior suspension setup, where they used Double wishbones front and rear along with two shocks per side, built on a tube frame with lightweight composite bodywork.

Afterwards, in 1983, there was an all-out fight between RWD 037 and the AWD Quattro, where Audi won five rallies and the Lancia's sports team had the driver's championship won by Walter Rohrl and teammate Markku Alen and Attilio Betteca matched Audi's five wins with 037's completely covering the podiums at two events, leading it to win the Manufacturer's Championship.

Lancia thought that it will be hard to compete with the Quattro AWD system in the future rally races, so came up with their own AWD car, which was none other than the 1980 European car of the year Lancia Delta. It already sold well, but Group-B was popular and Lancia figured that it would sell even more

if it entered Group-B. They turned that family FWD car into the most successful rally car of all time.

In the beginning, they only used Delta's shape and windshield and used an aerodynamically tweaked composite body on a tube space frame and gave the front engine an F1-inspired twin-charged 1.8 litre 4-cylinder mounted in the middle. The supercharger provided the low-end grunt and handed over to the turbo at the higher rpm, with the twin-charged setup improving the torque



across the whole rpm range.

The Rally Lancia Delta S4 made over 500Hp and some of them are said to make over 750Hp which weighed less than 900 kg. They did 0-60 mph in 2.4 seconds and it was converted to AWD with a viscous centre differential and a torque sensory Torsen rear differential for better traction. That set-up meant that the car tended to understeer when going into corners but would quickly switch to oversteer when all the torque went to the rear wheels. It was ridiculously fast in the hands of a capable driver who anticipated this mechanism.

The Delta S4 competed in the World Rally Championship in 1985 and 1986 and won until Group-B was disbanded. The cars were eventually banned from competition by the FIA because of the tragic crash of Toivonen and co-driver Sergio Cresto on the 1986 Tour-de-Corse.

Lancia decisively switched to Group-A and switched the production-based Delta and created the Delta HF 4WD for Group-A. It had a turbocharged 2 litre 4 banger and set-up transversely upfront.

When Group-B was cancelled, other manufacturers didn't have anything in their lineups that were suitable for rally races, giving Lancia a huge advantage over its competitors. Lancia easily won 9 out of 13 rally races and clinched both the 1987 manufacturers and drivers championship.

In 1988, Lancia improved their car with the Delta HF Integrale 8 valve by bumping the power from 165Hp to 185Hp and giving it bigger wheels, brakes, and wheel arches, which soon gave away the Integrale 16 valve a bulged hood and a new cooling system with 200Hp. Lancia made constant improvements on the Delta through to 1993 with the final model Delta Integrale Evoluzione II with 215Hp, which was 15cm wider and made 30% more power



than the original Delta HF.

Lancia Delta rally versions continued to own WRC with the Integrale 8 valve winning 10 out of 11 events in 1988. It was so dominant that it won 46 WRC rallies and six straight championships from 1987 to 1992 - a record that is still to this day unbeaten by any other single model.

The Stratos, 037, and Delta have a total of over 74 victories and 11 championships, making them the most successful manufacturer of rally cars. This was the peak for Lancia. Slowly, most of their 80s Fiat-based production cars rusted away, and since then they have been making disappointing cars and selling rebadged Chrysler 300s and weird Fiat 500s.

This gradual decline in quality and effort established the sad fact that Lancia did not have a bright future. Rally racing also became ridiculously expensive which led to the downfall of the brand. Despite the downs, Lancia will always remain one of the most legendary manufacturers in the rally racing world.

# HANDLING WORKPLACE DYNAMICS AS A YOUNG TEAM LEADER

TAHSEEN NOWER PRACHI

Young professionals today are carving out prominent places for themselves in corporate sectors. Gen Z leaders are pushing corporate boundaries, starting from work-life balance to company culture, taking on more leadership roles to steer through these changes.

**BEING A YOUNG LEADER**  
While it's true that opportunities are expanding for today's young professionals, it's not necessarily easier for younger employees to cope with the workplace dynamics. If you are young and in a management position or leading projects with a team, it's normal to worry about being seen as an authority figure by those who report to you. Thus, handling the ever-changing dynamics of your workplace might seem challenging.

As a young manager, you are likely to be in charge of people who have a range of different skills, different possibilities, and different ages. Although the challenges are seemingly endless in a corporate-run environment, the key thing to remember is: you are in this position for a reason! You should always try to turn handicaps into advantages which you can utilise.

Md. Adnan Habib is the Lead of Operations of a Dhaka-based IT company. He started young and is currently in a management position that one would say was 'above his age' ten years ago. But the scene is completely different today. "Sometimes I feel the pressure of working as an

Operational Manager, leading a group of more than 160 people. My team members require assistance in different ways and I must present myself in a friendly manner to establish trust, increase engagement and get the work done in time. I never think of myself as just a leader, but someone who will constantly be active in assisting my teammates", states Habib.

According to Habib, some of the most common adversities a young leader can face are communication-based problems. "When starting, I had to gather and organise my teammates to ensure efficient teamwork and communication. The pandemic slowed things down for us, forcing us to work from home. But constant communication helped us persevere" - he adds.

As a young manager, you might keep questioning your decisions from time to time. You are the leader of a team and there are goals that you must accomplish. Keep in mind that it's okay to feel overwhelmed. You have earned this position because of your strengths and you will shepherd this through as well.

**PLAN TO GET THE BEST FROM YOUR TEAM**  
Being assertive about what you would like to achieve and how you'd like your team to support those goals is step one on this journey. With a clear set of

initiatives and plans to back them up, you don't need to feel intimidated by anyone or any challenge that might come your way.

By focusing on tasks rather than solely on your role as a manager, you can remove much of the uncertainty and emotion that might drive negativity that is often directed upwards. Minimising friction and miscommunication among team members will ease your work and ensure a smooth and cooperative atmosphere with more positive results.

**UNDERSTAND WHAT MOTIVATES TEAM MEMBERS**  
Regardless of age, knowing what matters to your team members will help support them in the right ways, with appropriate development plans and meaningful rewards. Always try to learn from each other, especially during team discussions. A smart leader should know how to take everything valuable on board, even the most minute suggestions. Every employee offers different strengths and weaknesses to the company culture - contributing to the progressive company dynamic. You can make your coworkers identify their importance by acknowledging their unique strengths. Remember, one size does not fit all.

Farhat Chowdhury Zishan is working as a senior specialist at a multinational software company. He shares his views on tackling the challenges a young manager might face from his experience, "I think young managers need to see the

big picture and treat their tasks as a marathon instead of a race. Adrenaline kicks in right after you get to lead your team. But as new leaders, you need to sit with your team, understand your deputy's point of view and work your way through the obstacles. Don't rush. Just tackle every challenge with courage, creativity and resilience."

As detailed in the Wall Street Journal's managerial guide, managers must recognise differences in expertise, working styles and personalities among the individual-based direct reports.

**SPEAK UP!**  
Just because you have put in the hard work to reach this level of progress in your career at a young age, doesn't mean it's time to coast. You can still voice your ideas and opinions on projects and initiatives outside of your job description. Always be prepared mentally to take on new responsibilities. Use your leading position as a chance to champion tons of progress and openness.

As per Deloitte's 2017 Millennial Survey, Gen Y-ers feel that they are capable of making a significant impact in the greater community through their workplace. Youngsters today, especially millennials, are beaming with the passion in rolled-up sleeves - ready to go and make a difference in shaping the cultural and political landscape. As long as you're aware of the crucial steps, you will get the hang of your role as a young team leader in no time!

