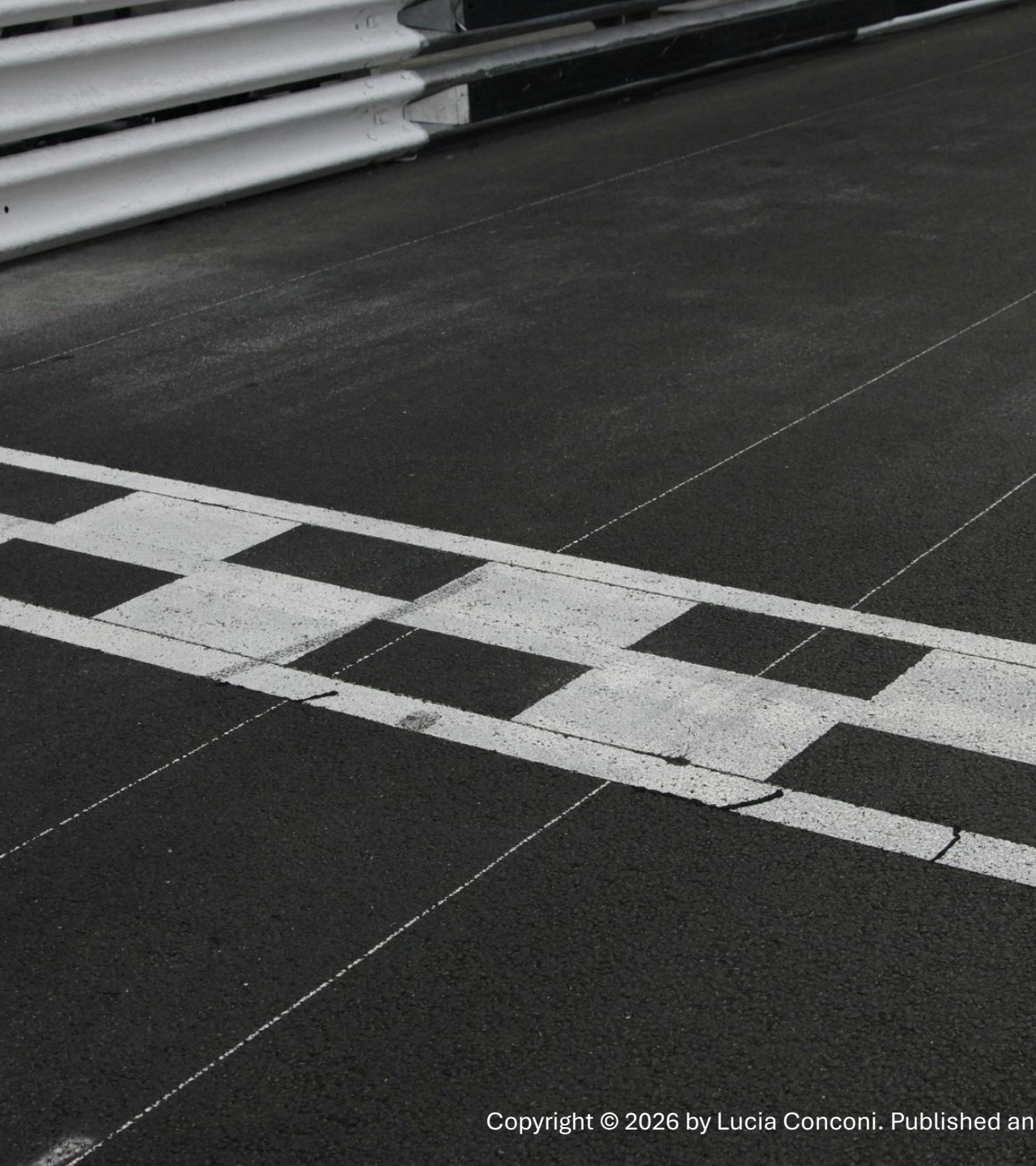




Extending System Thinking to the Organisation: Examples from Motorsport

Performance in motorsport
and F1 emerges from the
technical and the
organizational system — it
is in neither one alone.
It is a systemic property of the technical and
organizational systems. —————

Understanding the symbiotic relationship between people
and the engineered complex system.

Qualifying vs. Race Performance Delta

Technical and Organizational Indicators of Performance Divergence

The inherent combined nature of the technical and organizational systems in motorsport is partially visible when looking at the scatter of the race results vs. qualifying results.

The pure technical performance of the car is blended with the race execution and management of uncertainty.

Engineering at High pace – the Development Race

Motorsport is a Sport Discipline involving the Development of a Complex System

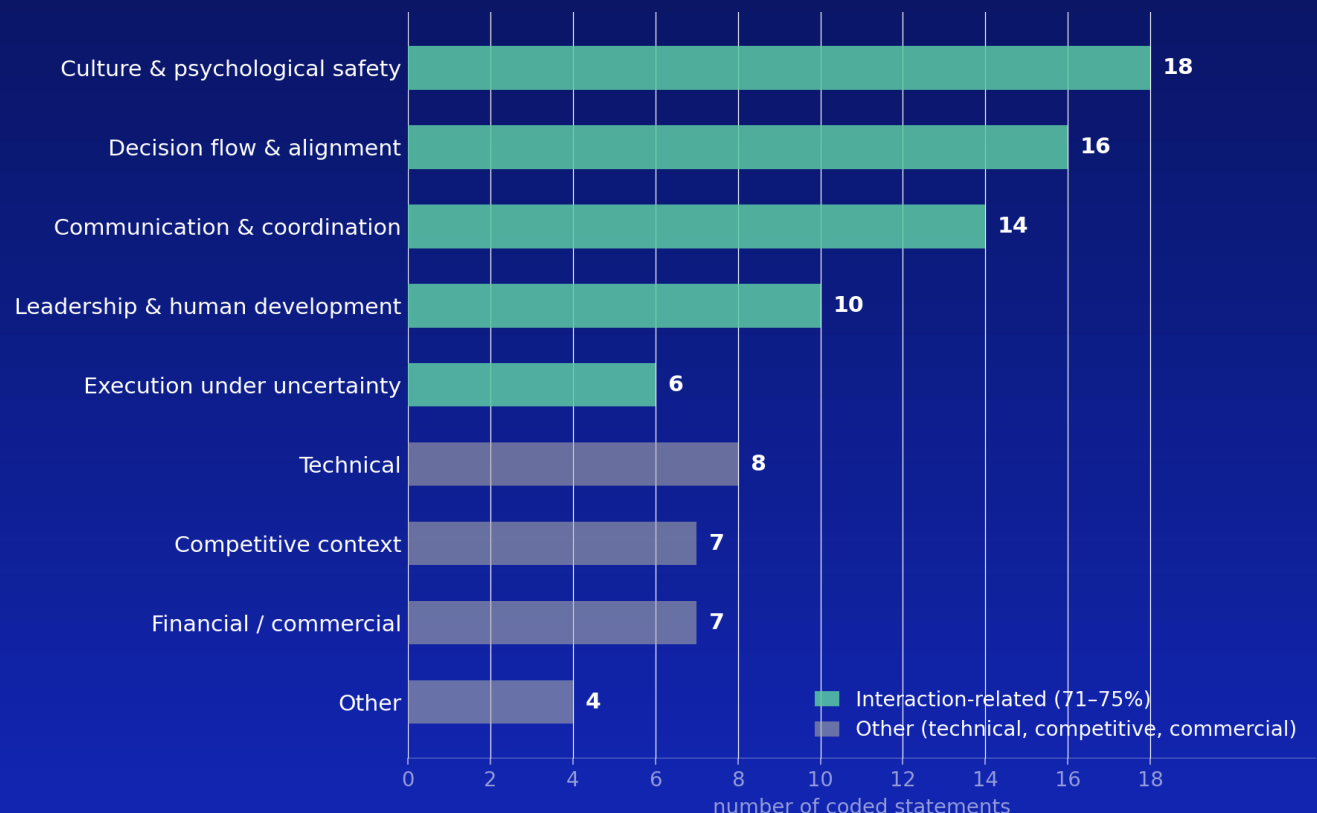
The same systemic nature is at work in the continuous development of the car.

Engineering at pace is never purely technical and demands of the organizational system the same rigor as the technical system.

What Formula 1 Leaders say about Performance

Content analysis of 13 public interviews, 2024-2026

When F1 leaders discuss performance in interviews, topics fall into these categories:



Interactions-related topics
dominate – 70-75%

Based on 90 coded statements from 13 public F1 leadership interviews (2024-2026). Independent replication: 71-75%



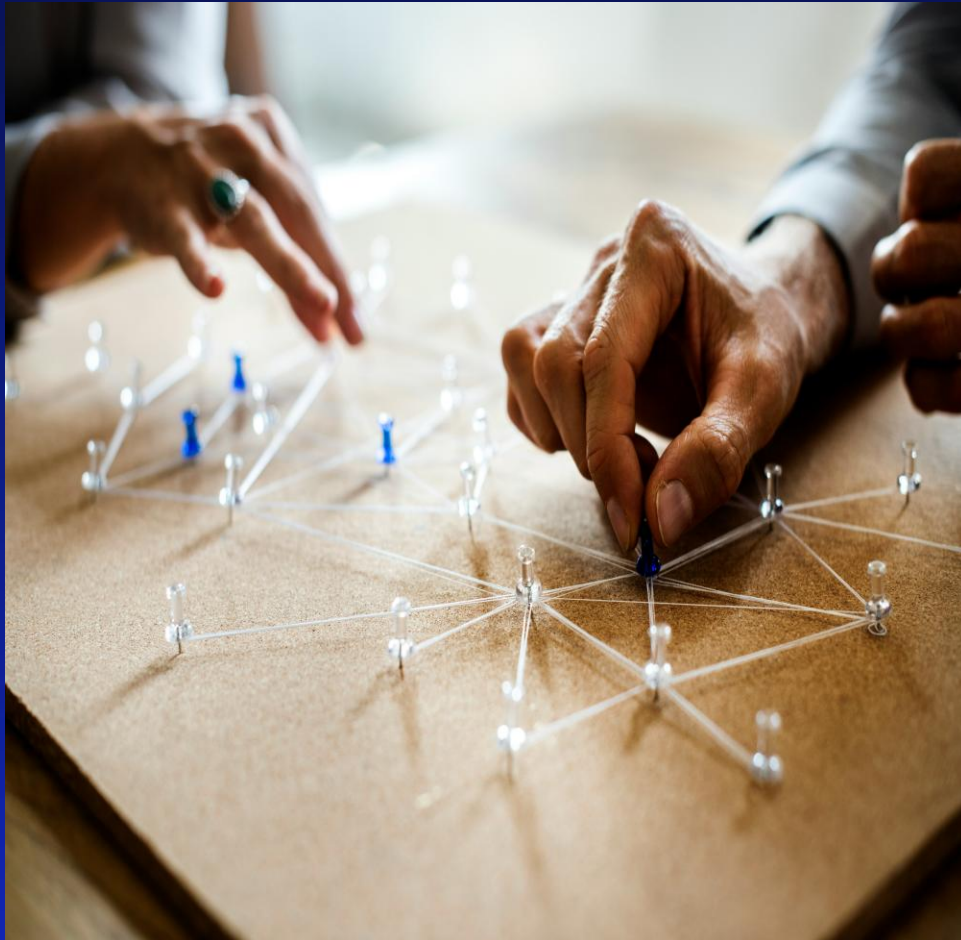
Why Execution Puts the Organisational System to the Test

Three Conditions Inherent to Motorsport Execution

- Uncertainty
- Adaptiveness
- Speed and Agility while maintaining coherence

Systems Thinking for Organizations: The Interface as a Design Object (*)

How interactions can be designed

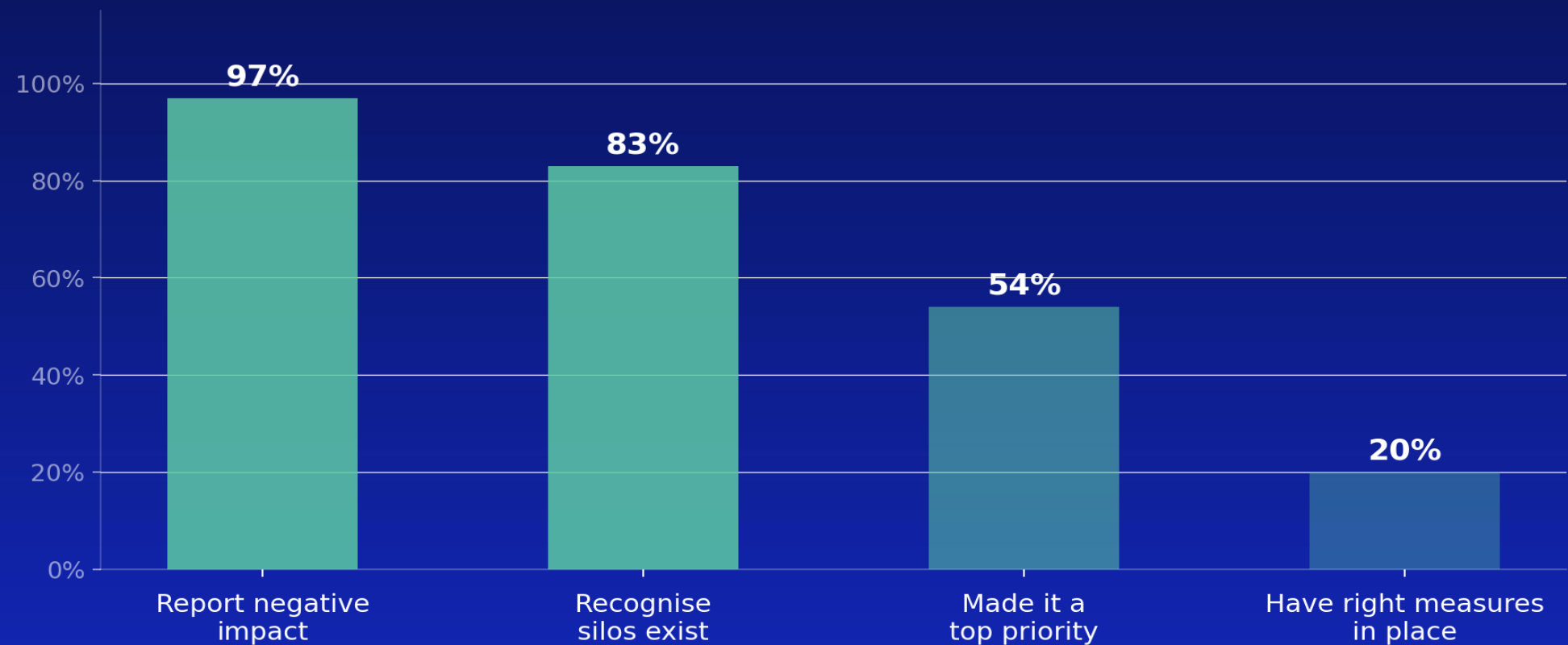


- Interface quality is performance
- Interactions must be designed
- Designed interfaces are a necessary condition for decentralisation, speed, agility and tackling uncertainty
- Organisational interfaces should also reflect the functional boundaries of the technical system to manage trade-offs where they occur (decentralisation)

() The Devil might be in the Details, but Performance is in the Interfaces, Venture/Medium, May 2026*

Existence of Silos in Industries %

Silos are universally recognized as an obstacle to collaboration, adaptability, and the management of uncertainty (and risk assessment). Designing interface fights silos



Sources: American Management Association survey, 2002 (cited in HBR, March 2025) — first two bars
Roland Berger, "Breaking bad silos," 2022 — last two bars

Enable the Speed, Agility and Decentralisation Keeping Coherence through Centralised 'Anchors' (*)

How SE can provide the backbone for organizational agility



AI Generated image

- VISION
Shared intent, the direction everyone aligns to
- MODEL
The coherence framework established upfront (simulation, MBSE, etc..)
- DATA
Common reality, the live picture of what is actually happening

(*) *Why Agility Requires Anchors*, Venture/Medium, November 2025

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How other Fields are Tackling Uncertainty and Agility: Mission Command

Independent Convergence from Other Disciplines



- Centralised intent
- Decentralised execution
- Shared understanding

Systems engineering offers the thinking framework to design the organizational system with the same rigour as the technical one

- When speed, agility and resilience are required, the organizational system is as critical as the technical system
- Systems thinking gives leadership the lens to see and design interactions – not just components
- SE offers the tools: interface design, shared models, common data, centralised anchors for decentralised action