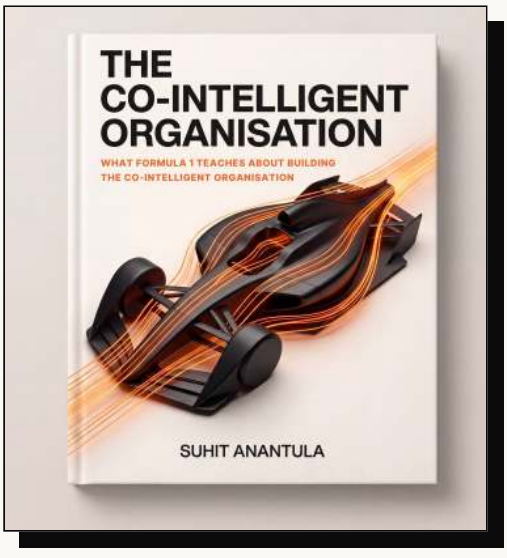



A KEYNOTE BY SUHIT ANANTULA

# RACING A DIFFERENT PHYSICS

## What Formula 1 Teaches About Building the Co-Intelligent Organisation

> A keynote for leaders: why AI is shaking organisations built for a different physics, and how to design the trust to go faster.




01 MAP — 02 LICENCE — 03 HUMAN & MACHINE — 04 RACE

**SUHIT ANANTULA**

FOUNDER, HELIX LAB · AUTHOR, *The Co-Intelligent Organisation*

KEYNOTE · 45 MIN
TEDX-READY 18-MIN CUT
WORKSHOP · PODCAST



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CO-INTELLIGENCE

# NOT HUMANS OR AI. HUMANS WITH AI.

Most organisations were built for a time when intelligence was scarce. Now it is everywhere. The question is no longer how to get intelligence. It is what we do when intelligence is abundant.

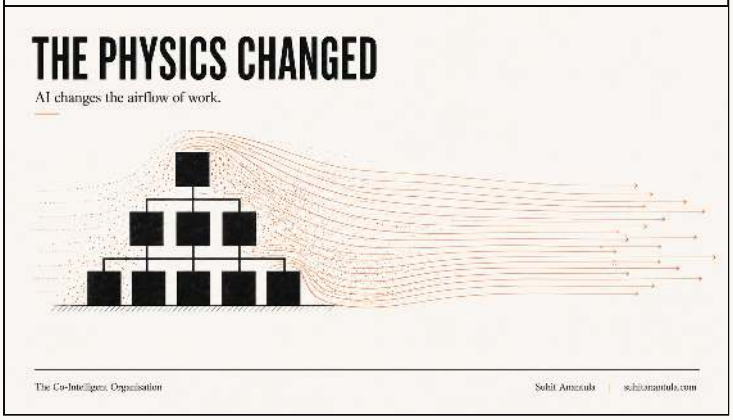
Co-intelligence is the answer the book gives: not humans replaced by machines, and not AI bolted onto old structures, but humans *with* AI, designed together as one team. Formula 1 has already lived through this shift. Its teams turn data, simulation and human judgement into decisions made in seconds, at speed, under pressure.

In this keynote Suhit uses F1 as the laboratory and your organisation as the application. Leaders leave seeing that the scarce resource is no longer intelligence. It is the trust needed to deploy it. And trust can be designed.

> *"The scarce resource isn't intelligence anymore. It's the trust required to deploy it."*
>
> THE CO-INTELLIGENT ORGANISATION · THE F1 REVOLUTION

> *"F1 is the laboratory. Your organisation is the application."*
>
> THE CO-INTELLIGENT ORGANISATION · PREFACE

FIG · THE PHYSICS CHANGED — FROM THE BOOK




WHY IT MATTERS NOW

PIT WALL · THE SHIFT

- **The physics of work changed.** AI changes how work flows, the way a rule change rewrites how air flows under a race car.
- **Bolting on doesn't work.** Old structures shake when AI-speed work runs through them.
- **Position is not permission.** Every step up in AI agency has to be earned.
- **Trust is the bottleneck.** Governance becomes downforce: the grip that lets you go fast safely.

THE TALK IN ONE LINE

**INTELLIGENCE IS NOW ABUNDANT, SO TRUST IS THE SCARCE RESOURCE. WIN WITH HUMANS WITH AI, DESIGNED AS ONE TEAM.**

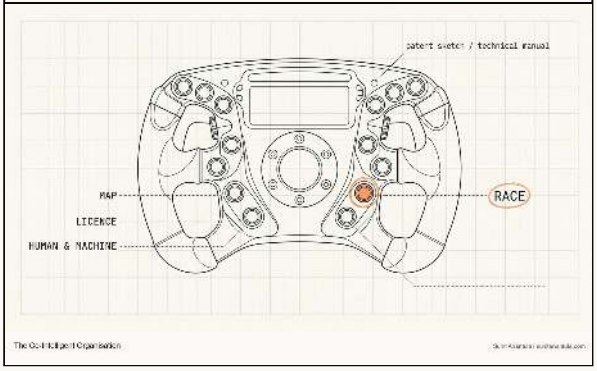

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THE KEYNOTE IN FOUR ACTS

# MAP. LICENCE. HUMAN & MACHINE. RACE.

Each act opens with an F1 story, then hands the room a framework from the book. Story first, method second.

FIG 00.1 · THE STEERING WHEEL FROM THE BOOK




01 MAP — 02 LICENCE — 03 HUMAN & MACHINE — 04 RACE

Act 01

## MAP

"WHERE ARE WE RACING?"

THE F1 STORY

When F1 rewrote its aero rules for 2022, Red Bull read the new physics fastest; others bet on concepts the new airflow punished, and their cars porpoised.

> **Porpoising, in one line:** the car bounces violently at speed because it was built for the old physics, not the new one.

Organisations do the same when they bolt AI onto old structures.

### THE 9Q GRID

Nine positions, from AI agency (Assist, Augment, Adapt) crossed with the kind of work. Name where your AI work really sits before deciding where it should move.

Act 02

## LICENCE

"ARE WE QUALIFIED TO RACE HERE?"

THE F1 STORY

Oscar Piastri won the Formula Renault Eurocup, F3 and F2 titles in successive seasons before reaching F1. Verstappen reached F1 at 17; the FIA then brought in Super Licence points and a minimum age of 18 from 2016. Most organisations need to climb the ladder, not copy the exception.

*"Position is not permission. Permission is earned."*

### AAA LICENCE + READINESS GATES

Assist, Augment, Adapt: what AI may do at each level. Five Readiness Gates set what you must show before AI gets more agency.

Act 03

## HUMAN & MACHINE

"IS OUR MACHINE BUILT FOR THIS?"

THE F1 STORY

Driver and car. Pit wall and data. The strategist reads machine-fed options and makes the call in seconds, and sometimes the right call is to override the plan.

### HUMAN & MACHINE TEAMING + 4A

Engine, crew, conductor, container: four systems designed around intelligence flow, not inherited hierarchy. The machine informs; the call stays human.

Act 04

## RACE

"HOW DO WE RUN THE RACE?"

THE F1 STORY

Top teams simulate races before the lights go out, so a bold call on the day has already been tested. The book calls it the strategic multiverse: protect the live plan, explore the branches safely.

*Close: the moment before lights out. Trust is designed.*

### HELIX PATH · THE 90-DAY SEASON

A playbook from assessment to action: rehearse many futures safely, commit to one, learn every lap.


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THE TOOLS THE ROOM TAKES HOME

# ONE MAP. ONE LICENCE. FIVE GATES.

THE 9Q GRID · SUHITANANTULA.COM/9Q →

AGENCY × WORK · 9 CELLS · DRAWN LIVE ON STAGE

| AGENCY | STRUCTURED<br>DEFINED, REPEATABLE WORK | DYNAMIC<br>ITERATIVE, FEEDBACK-RICH WORK | COMPLEX<br>EMERGENT, AMBIGUOUS TERRAIN |
|---|---|---|---|
| ADAPT<br>AI ACTS; HUMAN GOVERNS | Q3<br>**AUTOMATOR**<br>Delegate structured work to the machine. | Q6<br>**OPTIMISER**<br>Let AI iterate dynamically toward a target. | Q9 · DIAGONAL<br>**CONDUCTOR**<br>Govern adaptive complexity across a field. |
| AUGMENT<br>HUMAN AND AI ITERATE TOGETHER | Q2<br>**TACTICIAN**<br>Make bounded calls inside a fixed frame. | Q5 · DIAGONAL<br>**PARTNER**<br>Think together in mutual iteration. | Q8<br>**EXPLORER**<br>Co-search ambiguous futures and novel space. |
| ASSIST<br>AI HELPS; HUMAN LEADS | Q1 · DIAGONAL<br>**OPERATOR**<br>Execute a known line of work faster. | Q4<br>**WEAVER**<br>Pull dynamic threads into coherence. | Q7<br>**NAVIGATOR**<br>Orient in uncertain, emergent terrain. |

WORK

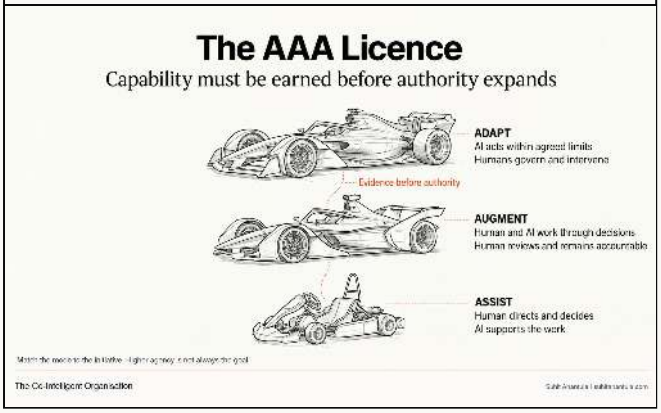
ACT 01 · MAP

## WHERE DOES YOUR AI REALLY SIT?

The Q1 → Q5 → Q9 diagonal is the clean path of co-intelligence, and of rising trust demand.

In Suhit's view, most AI failure is a diagnosis failure first: organisations try to buy a Q9 outcome with a Q1 trust budget.

THE AAA LICENCE FROM CHAPTER 5




ACT 02 · LICENCE

**AAA: Assist, Augment, Adapt.** Capability must be earned before authority expands. AI helps and the human leads; then human and AI work together; then AI acts and the human governs.

> *"You cannot buy an ADAPT licence with ASSIST maturity."*
>
> THE AAA LICENCE · CH 05

THE FIVE READINESS GATES

SHOW ME THE ARTEFACTS, NOT THE POLICY

| Gate 01 | Gate 02 | Gate 03 | Gate 04 | Gate 05 |
|---|---|---|---|---|
| **PROBLEM CLARITY** | **GOVERNANCE EXERCISED** | **INTEGRATION RESILIENCE** | **VALUE MEASURED** | **CAPABILITY TRANSFERABLE** |
| ASSIST → AUGMENT | ASSIST → AUGMENT | AUGMENT → ADAPT | AUGMENT → ADAPT | AUGMENT → ADAPT |

ACT 03 · 4A

The 4A method frames the one human–machine design choice each leader takes back to work on Monday.

ACT 04 · HELIX PATH

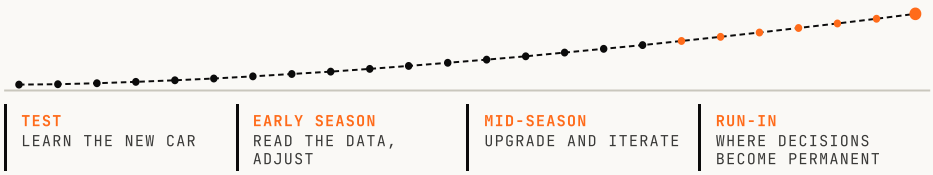
The 90-day season that turns the map, the licence and the team design into practice: from assessment to action.


Not affiliated with or endorsed by Formula 1.

THE SEASON — STRATEGIC ITERATION BEATS THE PERFECT PLAN

## 24 RACES. 1 CHAMPION.

*No team wins the title on race one. They win it by learning faster every weekend.*



| TEST | EARLY SEASON | MID-SEASON | RUN-IN |
|---|---|---|---|
| LEARN THE NEW CAR | READ THE DATA, ADJUST | UPGRADE AND ITERATE | WHERE DECISIONS BECOME PERMANENT |

WHAT THE AUDIENCE LEAVES WITH

# FOUR TAKEAWAYS. MONDAY-READY.

## FOUR TAKEAWAYS

TAKE INTO THE NEXT MEETING

01 **Redesign for the new physics.** AI changed how work flows. Redesign from first principles instead of bolting AI onto old structures.

02 **Earn your licence.** Map your position on the 9Q Grid, then earn each step through AAA and the five Readiness Gates: problem clarity, governance exercised, integration resilience, value measured, capability transferable.

03 **Build the human–machine team.** Lead like a conductor on the pit wall: let the machine inform, keep the call human, and spend trust carefully.

04 **Design your race to learn and explore**, testing many futures in simulation before you commit.

> *"Feeling immensely grateful and privileged to be in this space with you, Suhit. You have done the hard, hard work and applied your genius to it — and now you're making it accessible for people like us."*
>
> FOUNDING LAB PARTICIPANT

WHO THIS KEYNOTE IS FOR

SEVEN AUDIENCES · ONE KEYNOTE

01 **AI & TECH**
PRODUCT, DATA AND ENGINEERING LEADERS
"Your AI isn't failing because of the model. The physics of work changed. Here's how to redesign for it."

02 **PROFESSIONAL SERVICES**
ACCOUNTING, CONSULTING AND ADVISORY FIRMS
"Position is not permission. Here's how firms earn the licence before AI touches client work."

03 **ENTERPRISES**
LARGE ORGANISATIONS SCALING AI
"Pilots are easy; scale is earned. Map where your AI really sits, then build the team to race it."

04 **LEADERSHIP & BOARDS**
EXECUTIVES, BOARDS AND DIRECTORS
"The pit wall is the new leadership model: humans make the call, machines inform it. Here's what to see before AI gets the licence to act."

05 **PEOPLE & CULTURE / HR**
PEOPLE LEADERS AND HR TEAMS
"Your people are already working with AI. Here's how to design the team so humans and machines get better together."

06 **PUBLIC SECTOR**
FEDERAL, STATE AND LOCAL GOVERNMENT
"Residents will find the gap between the AI you say you run and the AI you actually run. Here's how to close it, gate by gate."

07 **NFP**
CHARITIES AND FOR-PURPOSE ORGANISATIONS
"Small team, big mission, no room to lose trust. Here's how AI can carry the load without risking it."


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WAYS TO BOOK IT

# KEYNOTE. 18-MIN CUT. WORKSHOP. PODCAST.

A 45-minute keynote, with a TEDx-ready 18-minute cut and a 90-minute workshop. Suhit speaks to practitioners in plain English: one story, one idea, one drawing the room remembers.



SIGNATURE KEYNOTE · 45 MIN

## KEYNOTE

**Racing a Different Physics.** The full four-act talk: Map, Licence, Human & Machine, Race. Story first, then the frameworks.

- Opens with an F1 story, closes on “the moment before lights out”
- The 9Q Grid drawn live on stage
- Leaves the room with four takeaways and a Monday move

TEDX-READY 18-MIN CUT

## RACING A DIFFERENT PHYSICS

The same title in 18 minutes, built around one idea: *we have more intelligence than ever, and we trust it less, but trust can be designed.*

- A personal arc from Suhit, then one F1 story
- No frameworks slide
- The 9Q Grid appears once, drawn by hand

WORKSHOP · 90 MIN

## MAP IT. GATE IT.

A working session for leadership teams after the keynote, or on its own.

- Each team maps one real AI initiative on the 9Q Grid
- Tests it against the five Readiness Gates
- Leaves with the next step it has earned, and the one it hasn’t

PODCAST · GUEST TOPICS

## TALKING POINTS

- **Intelligence is cheap, trust is scarce**, and trust can be designed
- **Position is not permission:** earning the licence for AI agency
- **The pit wall** as a leadership model
- **Writing a business book in public**, one chapter a week



ALSO AVAILABLE

**30-minute fireside or panel.** A conversation built on the same four acts, for AI, public-sector, for-purpose, leadership and motorsport programs.

TECH RIDER

Standard AV and projector · a clicker · a whiteboard, flip chart or drawing tablet for one live drawing (the 9Q Grid) · lapel or headset mic.

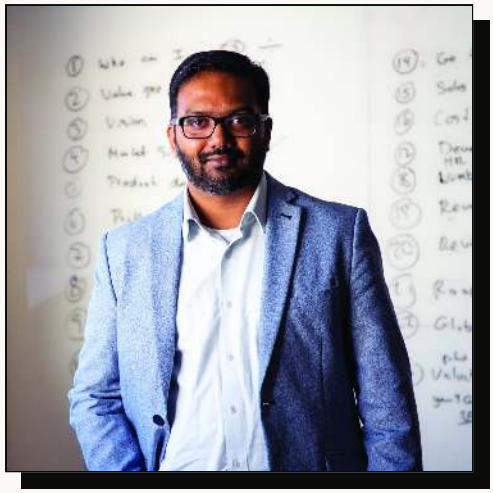
KEYNOTE RUN OF SHOW

45 MIN · STORY FIRST, METHOD SECOND

| Open | Act 01 | Act 02 | Act 03 | Act 04 | Close |
|---|---|---|---|---|---|
| **RACING A DIFFERENT PHYSICS** | **MAP** | **LICENCE** | **HUMAN & MACHINE** | **RACE** | **BEFORE LIGHTS OUT** |
| THE SCARCE RESOURCE IS TRUST | THE RULE CHANGE · 9Q GRID | THE JUNIOR LADDER · AAA + GATES | DRIVER, CAR, PIT WALL · 4A | MANY FUTURES · HELIX PATH | TRUST IS DESIGNED |



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> *"You're like a steam train – so loved hearing you speak"*
>
> BUSINESS LEADER

SPEAKER BIO

# SUHIT ANANTULA

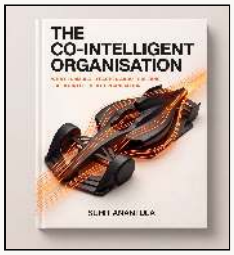
STRATEGIST · FOUNDER, HELIX LAB · AUSTRALIA

Suhit Anantula is a strategist and the founder of Helix Lab. He is writing *The Co-Intelligent Organisation* in public, one chapter a week, using Formula 1 as a laboratory for how humans and AI become one team. He works with leaders in business, government and for-purpose organisations who must decide what AI may do, who answers for it, and what must be earned first. His tools include the 9Q Grid, AAA (Assist, Augment, Adapt), the Readiness Gates, the 4A method and the Helix Path. He writes the newsletter *The Helix Loop*.

Author of *The Helix Moment*; co-author of *The Policy Playbook* (with Catherine Althaus and Pia Andrews); former senior roles in the SA Department of the Premier and Cabinet.

**MC INTRODUCTION · 50 WORDS**

"Our next speaker is Suhit Anantula, founder of Helix Lab and author of *The Co-Intelligent Organisation*, a book that uses Formula 1 to show how humans and AI become one team. He helps leaders in business, government and for-purpose organisations design the trust to go faster. Please welcome Suhit Anantula."




THE BOOK

## THE CO-INTELLIGENT ORGANISATION

Racing a Different Physics. Fourteen chapters in four parts: Map, Licence, Human & Machine, Race. Written in public, a new chapter every week.

CHAPTERS 1–5 PUBLISHED

SUHITANANTULA.COM/BOOKS/CO-INTELLIGENT →

## HELIX LAB

Suhit's practice. Helix Lab works with leaders deciding what AI may do, who answers for it, and what must be earned first, using the book's frameworks on real portfolios.

9Q · AAA · READINESS GATES · 4A · HELIX PATH

THEHELIXLAB.AI · SUHIT@THEHELIXLAB.AI

GOOD DESIGN AWARD® GOLD WINNER

**GOOD DESIGN AWARD, GOLD WINNER**





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LIGHTS OUT AND AWAY WE GO

# BOOK THE TALK.



Book *Racing a Different Physics* for your 2027 program. Email suhit@thehelixlab.ai with your event, date, audience size and format (keynote, workshop or panel), and I'll reply with availability and fees.

FEES ON ENQUIRY · AUSTRALIA-BASED, AVAILABLE ACROSS AUSTRALIA, NZ AND INTERNATIONALLY · VIRTUAL OPTION · 45-MIN KEYNOTE, TEDX-READY 18-MIN CUT, 90-MIN WORKSHOP

EMAIL **suhit@thehelixlab.ai**

WEB **suhitanantula.com**

READ THE BOOK
suhitanantula.com/books/co-intelligent

THE 9Q GRID
suhitanantula.com/9Q

HELIX LAB
thehelixlab.ai

LINKEDIN
linkedin.com/in/suhitanantula

PREFER TO TALK FIRST?
Book a short discovery call (Calendly) →

SAMPLE CHAPTER · THE AAA LICENCE
Read Chapter 5 free online →

## FROM THE ROOM

> *"I've listened and then watched your immersion session. Top class and very exciting! Like somebody said in the chat at immersion, it's like a new language."*
>
> **TINA O'DWYER** · FOUNDER & DIRECTOR, THE TOURISM SPACE



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