

Leading transformation of complex systems

31st International Conference on
Health Promoting Hospitals and Health Services (HPH)
Malmö, May 20, 2026

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SUSTAINABLE DEVELOPMENT GOALS



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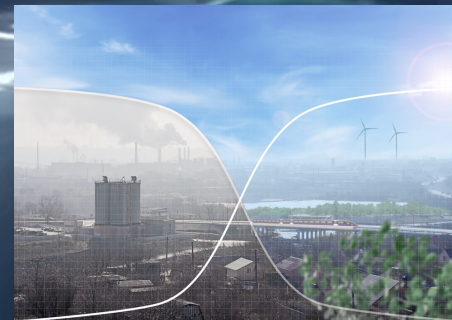
2030 AGENDA



FOR SUSTAINABLE DEVELOPMENT

3 key words:

Transformation



Integration



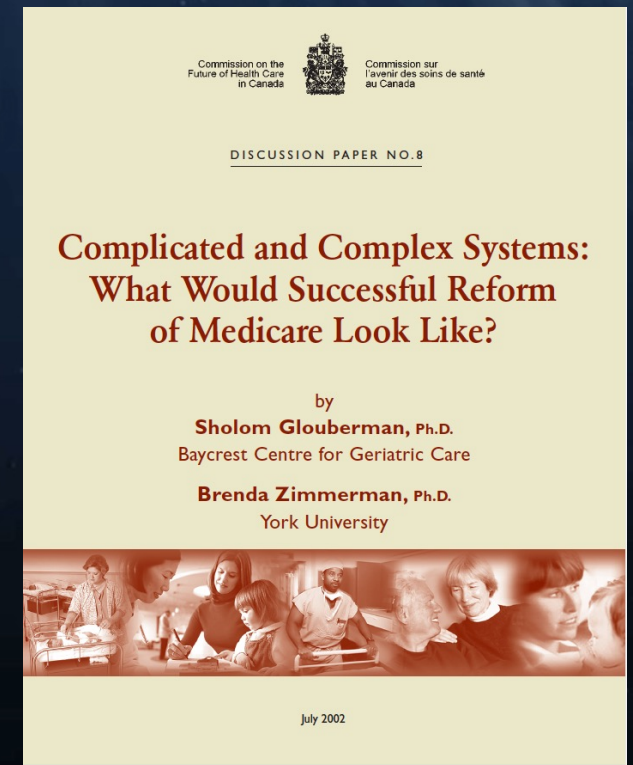
Universality



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What kind of problems are we dealing with?

We tend to address today's complex issues as they are complicated problems...



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Complicated



- Top-down
- Certain
- Hierarchies
- Structures give relations

Wicked

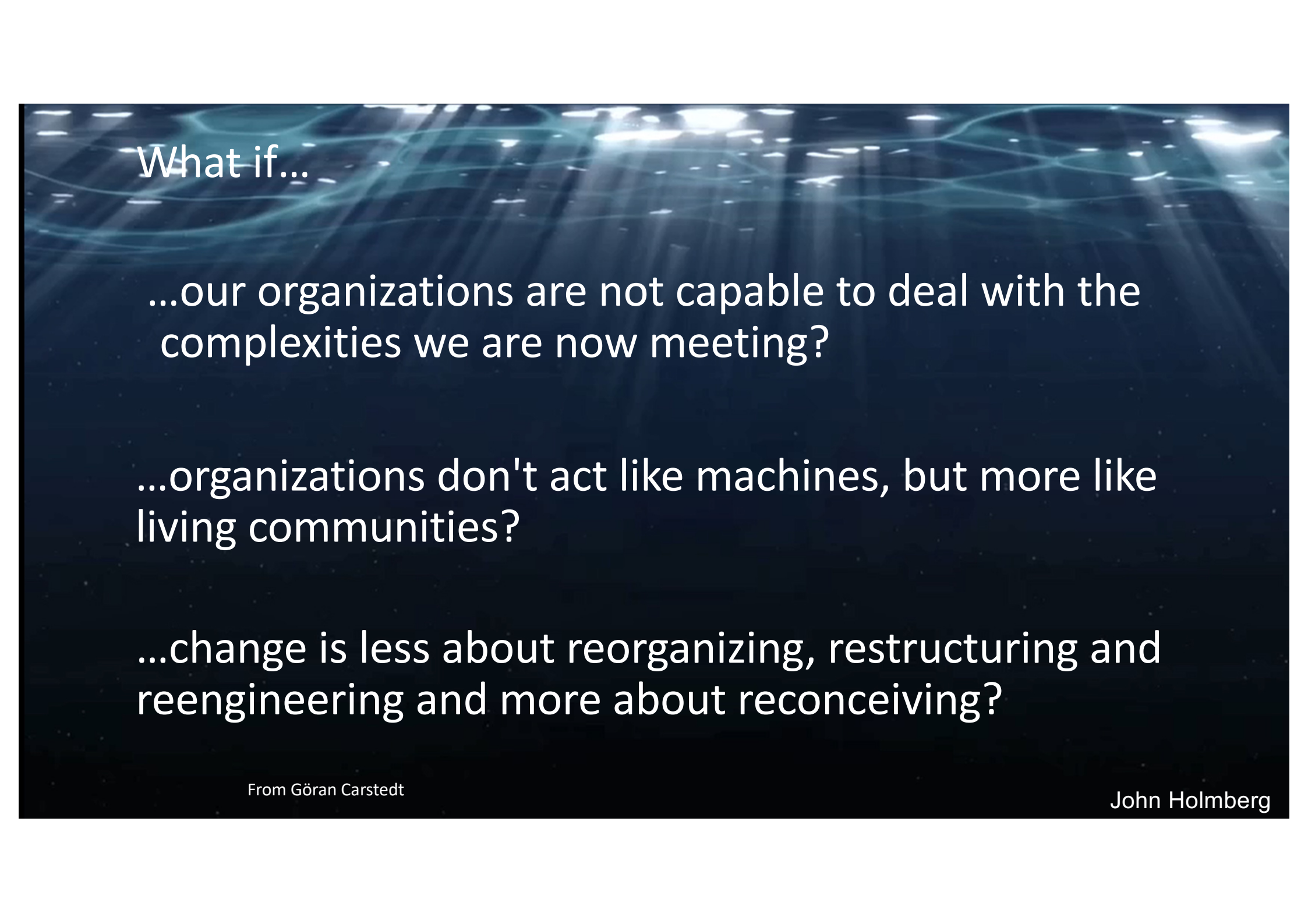
Complex

- Bottom-up
- Uncertain
- From below
- Relations give structures



(Based on Andersson et al 2014)

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What if...

...our organizations are not capable to deal with the complexities we are now meeting?

...organizations don't act like machines, but more like living communities?

...change is less about reorganizing, restructuring and reengineering and more about reconceiving?

We need to create space for learning the new,
it is not enough to continuously improve the old!





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Source: Sembo

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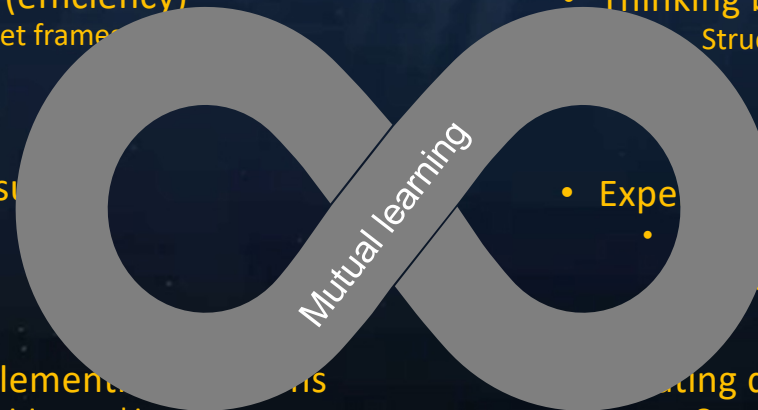
Ongoing activity (Cruise, Learning 1)

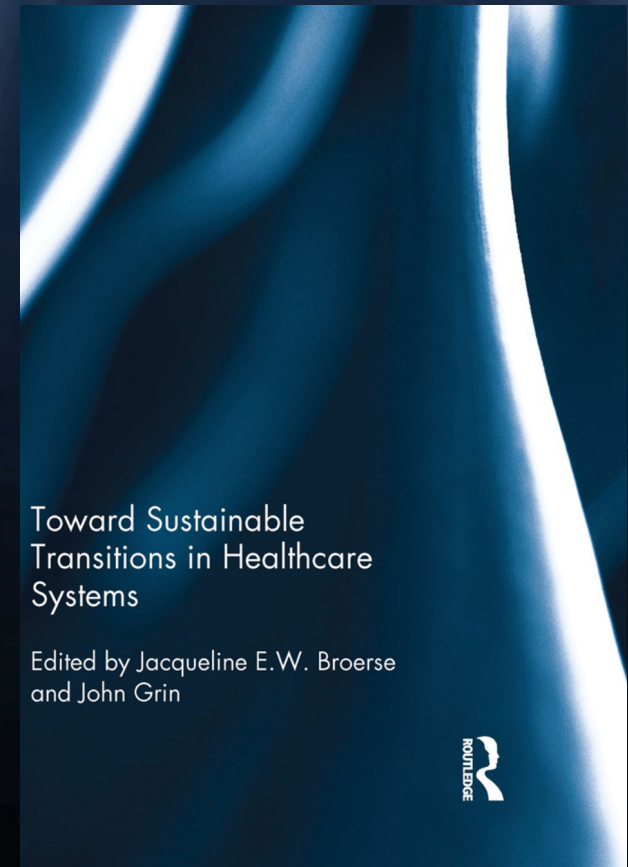
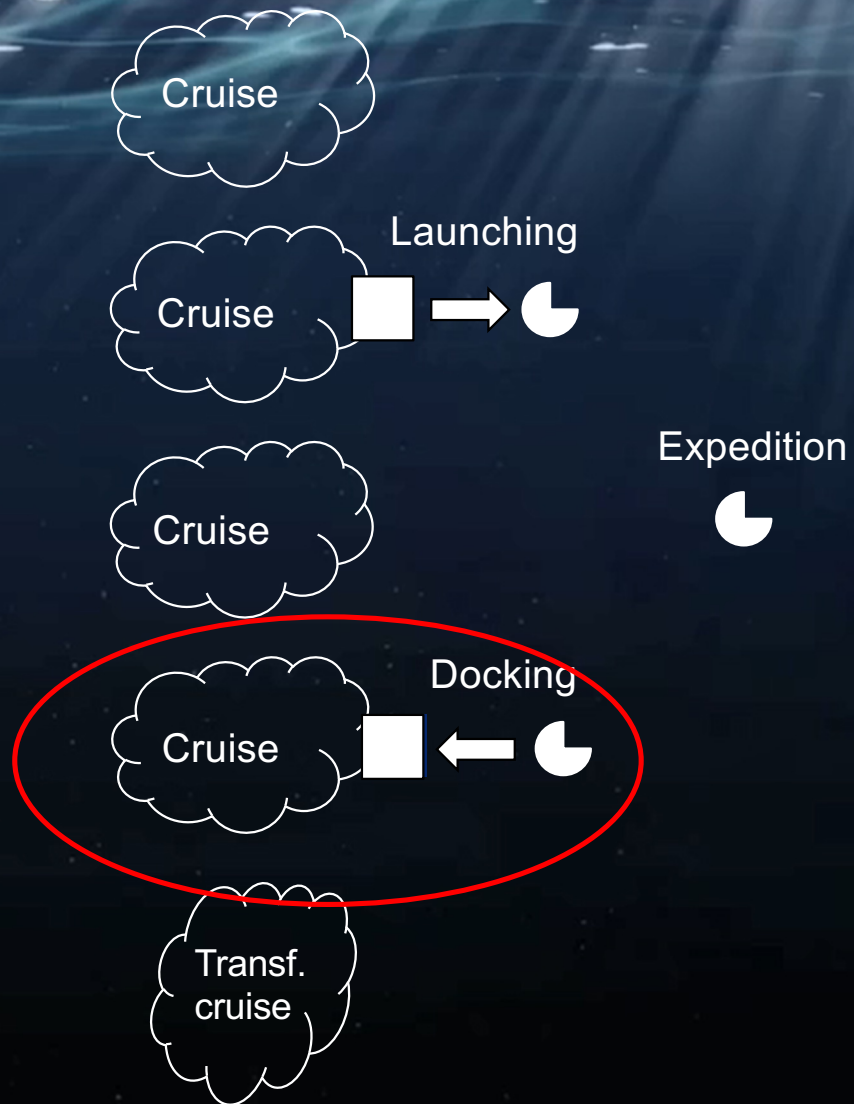
- Optimise existing systems (efficiency)
 - Structures, routines, budget frames
- Measure and follow-up results
 - Goal, steering, control
- Solving problems and implementing solutions
 - Organisation in center, decision-making



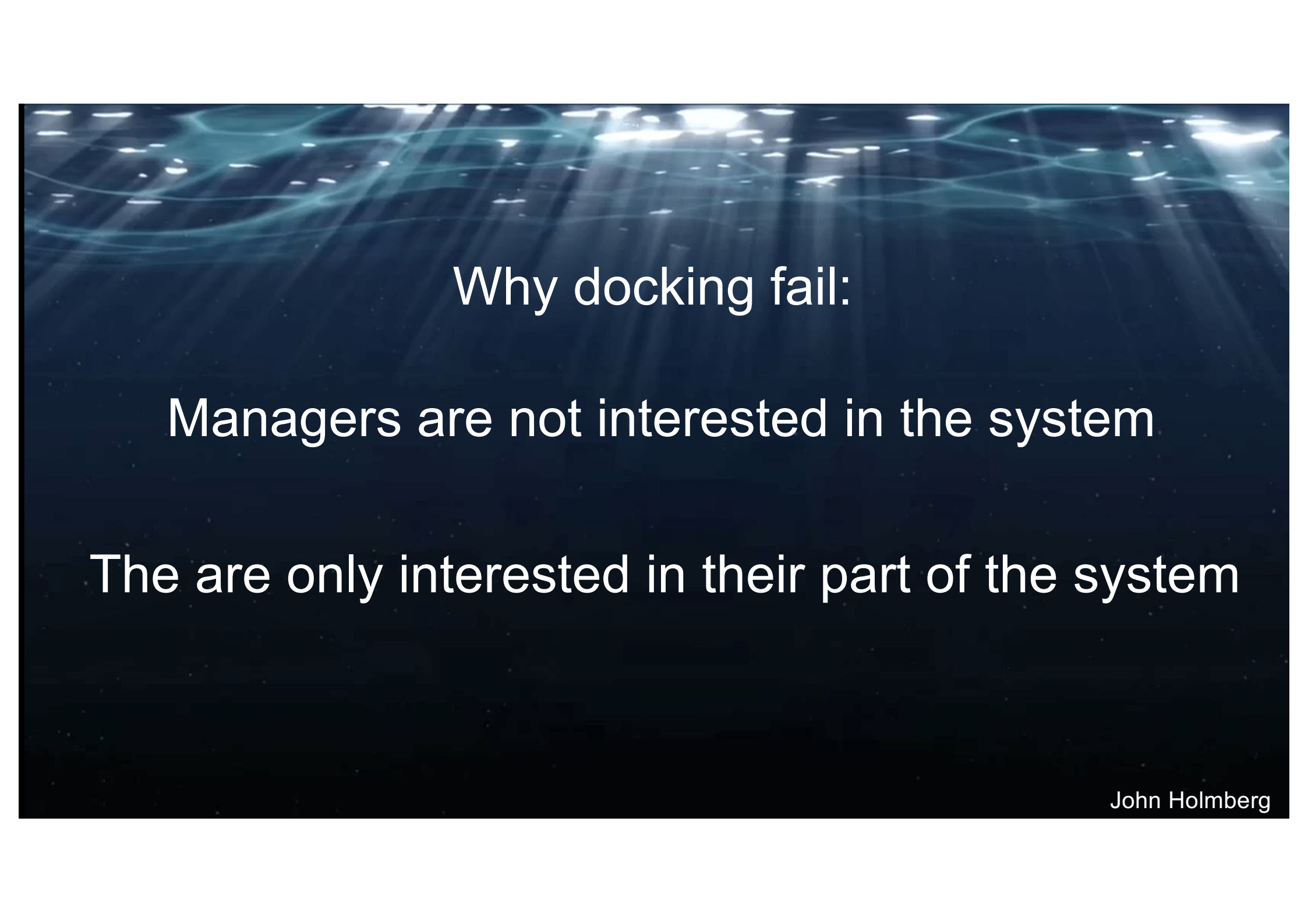
Addressing complex challenges into an uncertain future (Expedition, Learning 2-3)

- Thinking beyond existing systems
 - Structures, routines, budget frames hinder
- Experiment, reflect, learn
 - Learning principles, trust and creating space for change
- Creating desired futures
 - Question in the center, invite relevant actors to co-create. Facilitation





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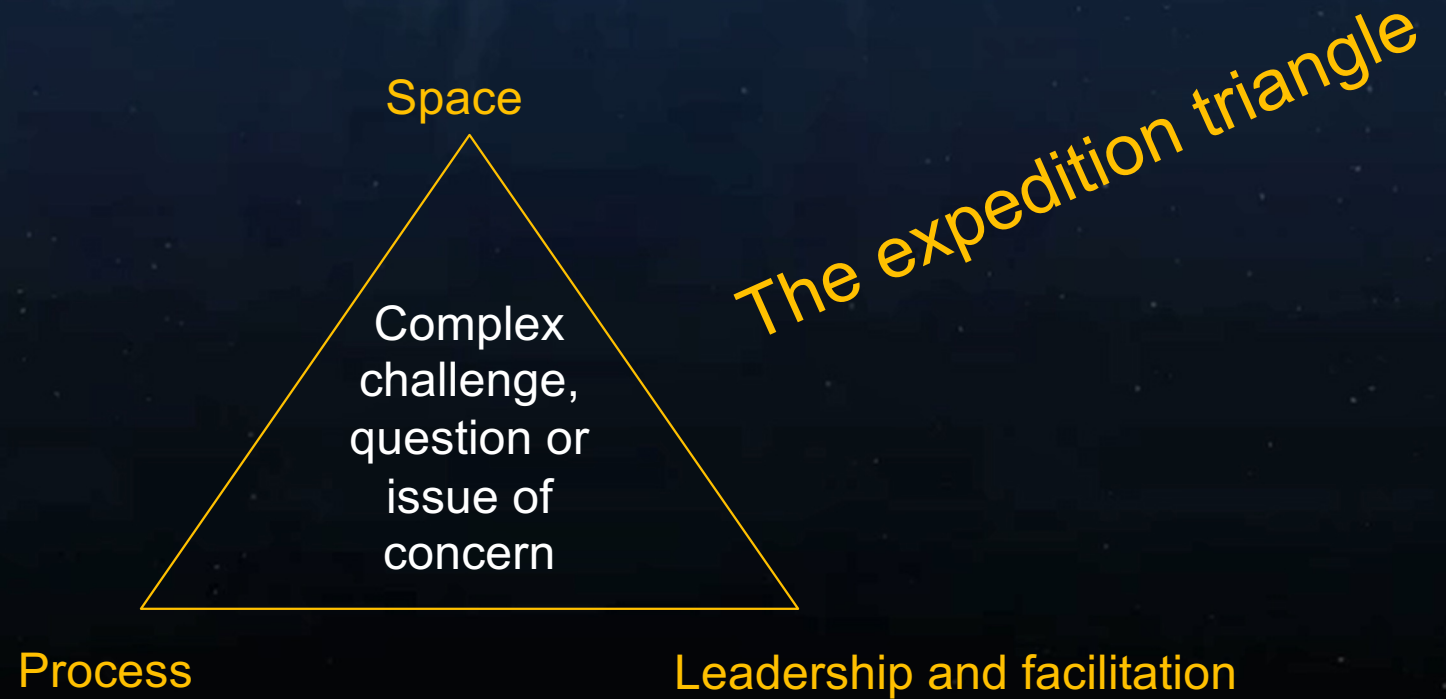


Why docking fail:

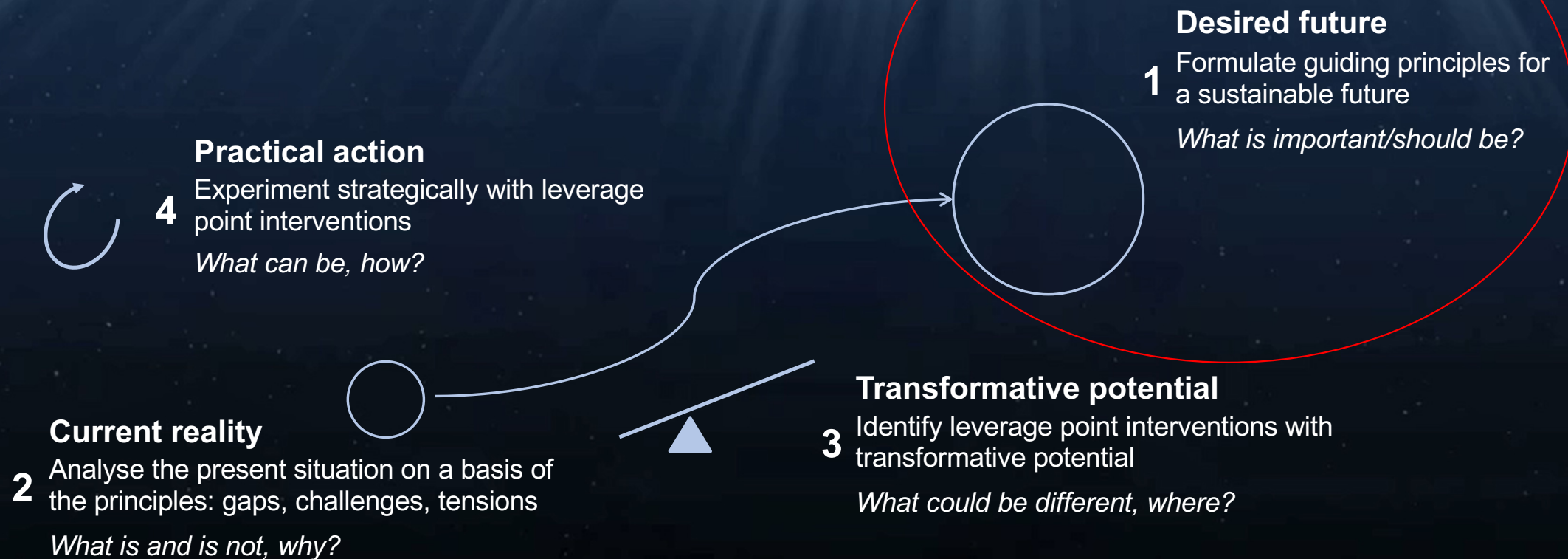
Managers are not interested in the system

They are only interested in their part of the system

What kind of governing model support transformation?



Backcasting from principles



(based on Holmberg 1998)

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Martin Luther King said

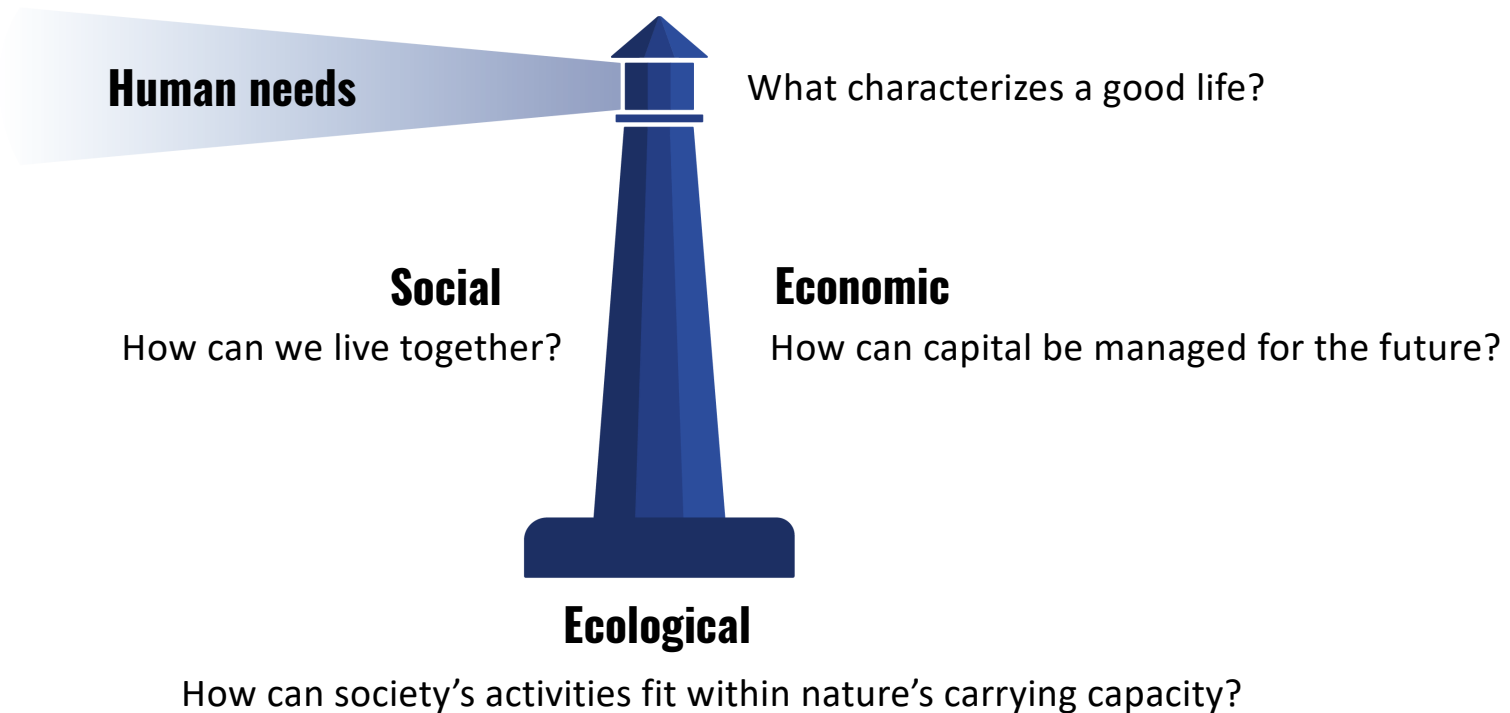
“I have a dream”

not

“I have a nightmare!”



The Sustainability lighthouse



Holmberg & Larsson 2018

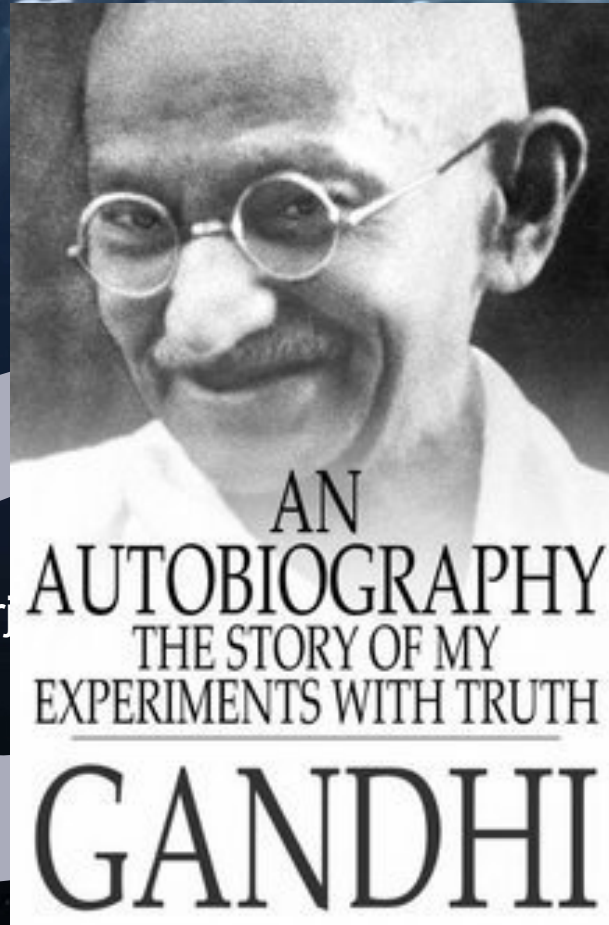
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Horizon

Every step

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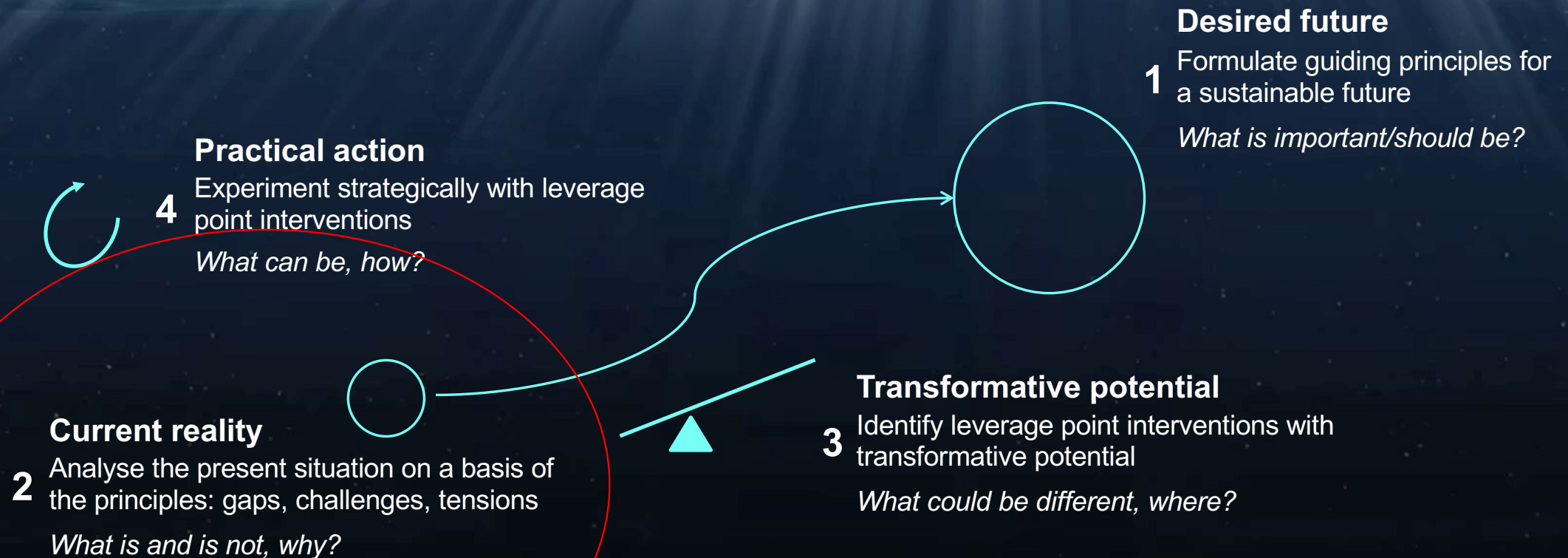


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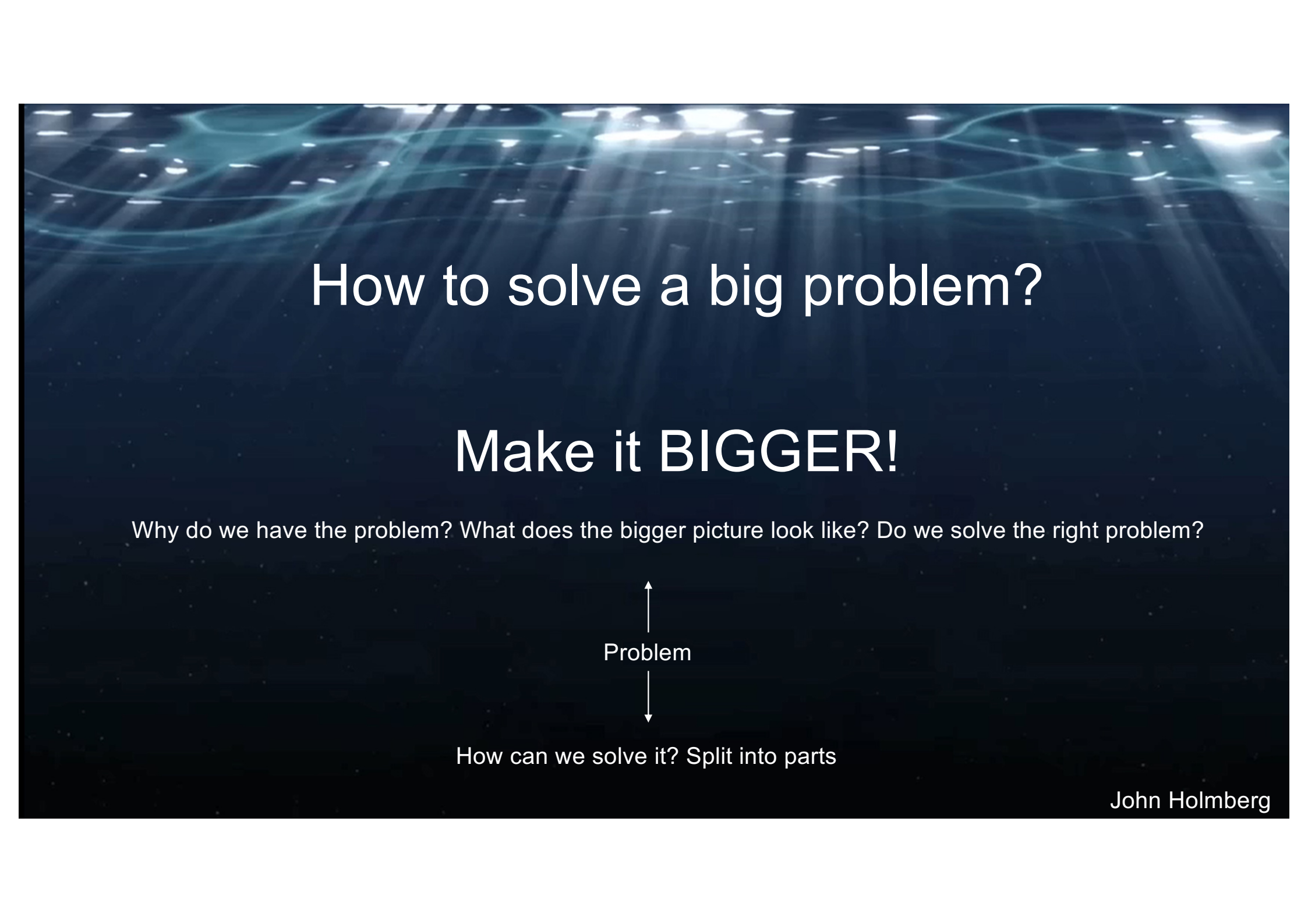
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Backcasting from principles



(based on Holmberg 1998)

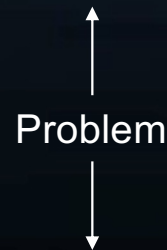
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How to solve a big problem?

Make it BIGGER!

Why do we have the problem? What does the bigger picture look like? Do we solve the right problem?



How can we solve it? Split into parts

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The scarcest resource is not oil, metals, clean air, capital, labour or technology. It is our willingness to listen to each other and learn from each other and to seek the truth rather than to seek to be right

- Donella Meadows

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Systems level

Events

Patterns/trends

Underlying structures

Mental models/Intentions

Learning level

routines

Doing things better

Doing better things

**See the world
anew**

Type of interaction

Fix symptoms

Adopt or optimize

Change structures

**Reformulate
intentions**

React

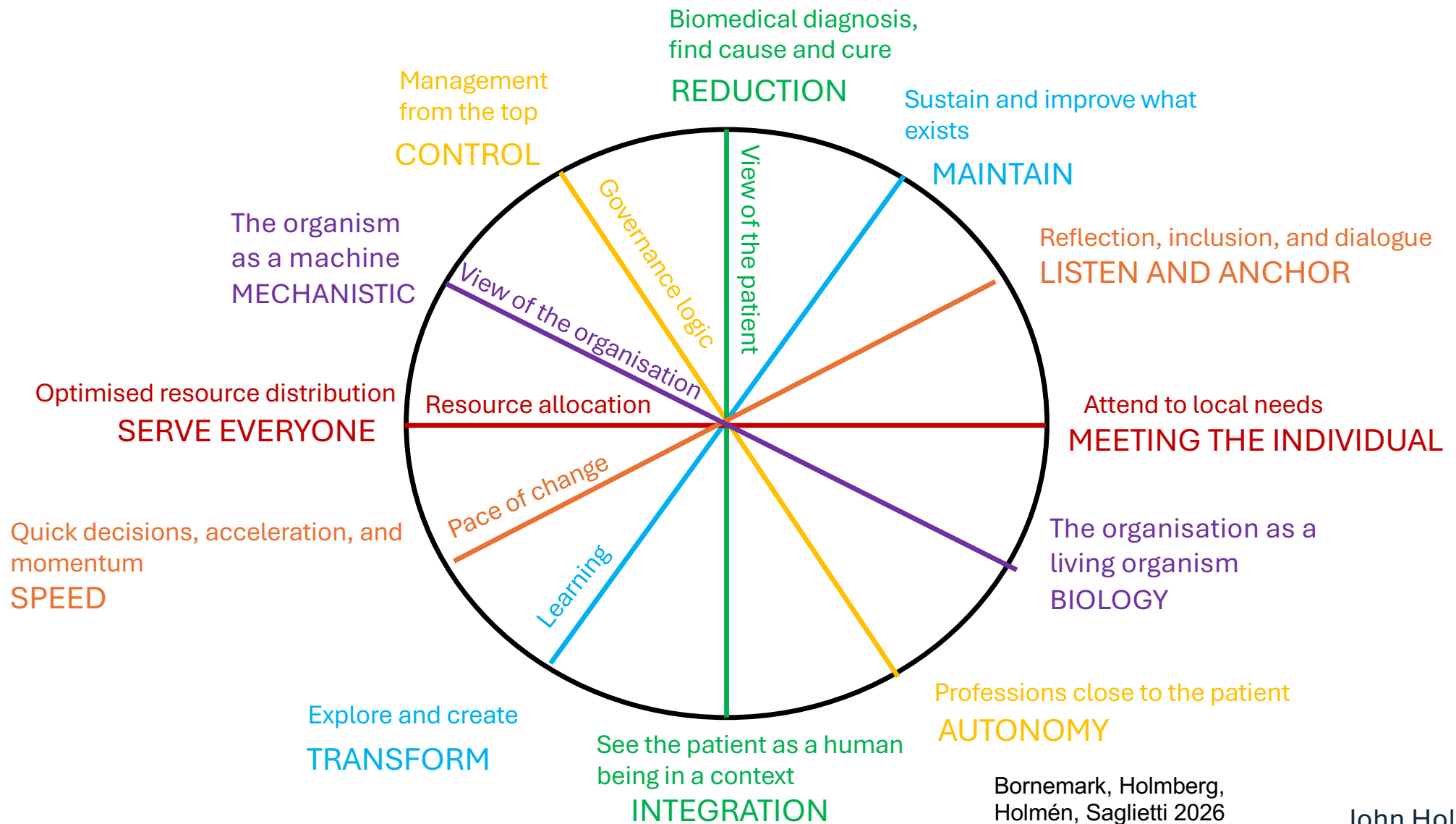
Anticipate

Design

Transform

(Partly based on Meadows 97 and Bateson 72)

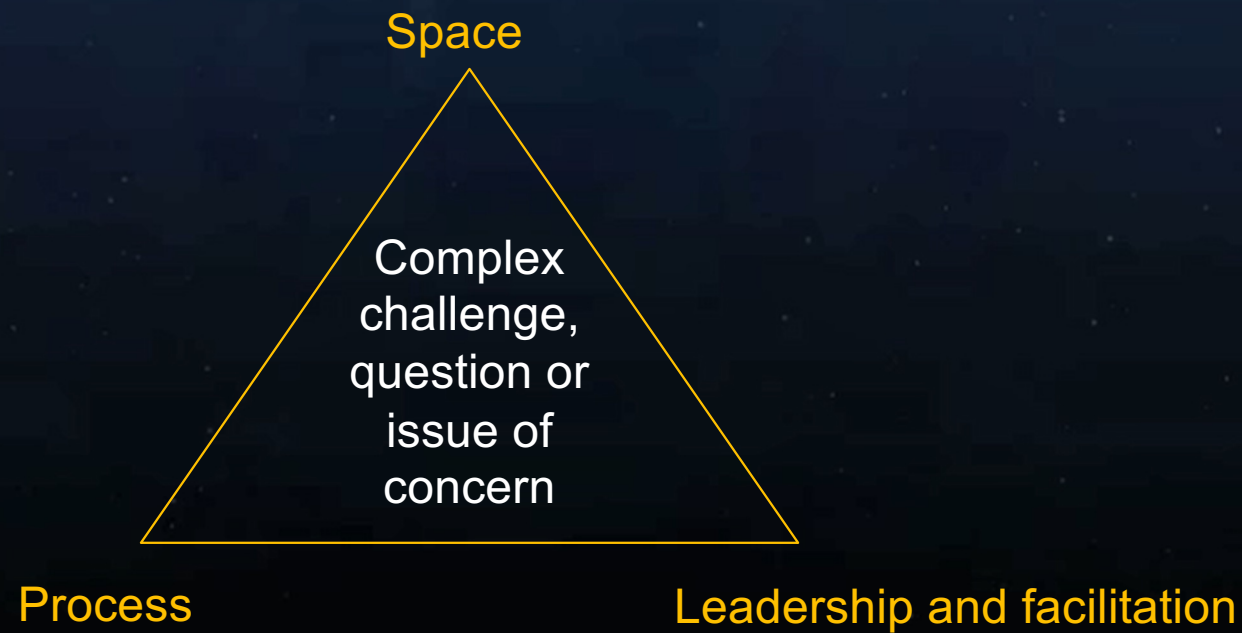
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Expedition triangle

- Expeditions have their own logic





Real change starts with the insight that we are part of the systems we seek to change

-Peter Senge

We do not describe the world we see,

We see the world we describe

- David Bohm

*All is pattern, all life, but we can't always
see the pattern when we're part of it*

- Belva Plain

Questions to ask oneself:

- Are your basic values clear for you?
- Are you willing to challenge your assumptions??
- Are you prepared to really try to understand others?
- Are you ready to let go of pre-set goals and plans to see what is really possible and needed?

- from Scharmer (2009)



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Think big, start small, act now
and learn fast!

Challenge Lab



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