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SCIO

From linear transformation to 4D System Looping

22 September 2026



Systems don't stand still, they are continuously adjusting, recalibrating & adapting to stay steady in response to the environment and context they are in...



Organisations are systems so this is a process which is happening implicitly, but which we should also be wiring deliberately as an explicit practice into our organisational ways of being...



Most organisations however, still see and do change and transformation as technical linear projects/programs, with a start and end, not as continuous, deliberate recalibration of themselves as systems



They 'do' First-Order Change

These are changes within a system which do not alter the basic 'structure' of the system itself.

Change occurs within the system but does not result in any changes to the how the parts interact and interrelate, see or take up their roles in patterns of relating



Second-Order Change however is –

Fundamental change in a system's function and 'structure' – in the patterns of relating between the parts.

Changes occur in the implicit and explicit 'rules' governing the system's internal order.



These current dominant assumptions about change and their associated means of transformation are not a fit for the disruptive context we are in and the systemic change we need...



So, what could embedding deliberate continuous systemic (second-order) change into our organisations look like?

Today I explore these related questions:

1. What if organisations were doing continuous second-order deliberate transformation – what would it look like?
2. What assumptions, frameworks and practices would be leaders and organisations need to develop and embed this capacity?
3. How can we start developing these so that these become the 'norm', not the exception?

I will share:

- A high-level overview of The Ergonomics Role-in-System™ and 4DAdaptive Systems Loop™ Frameworks developed for this purpose
- A story of this practice applied
- The lessons learnt

Get on the balcony

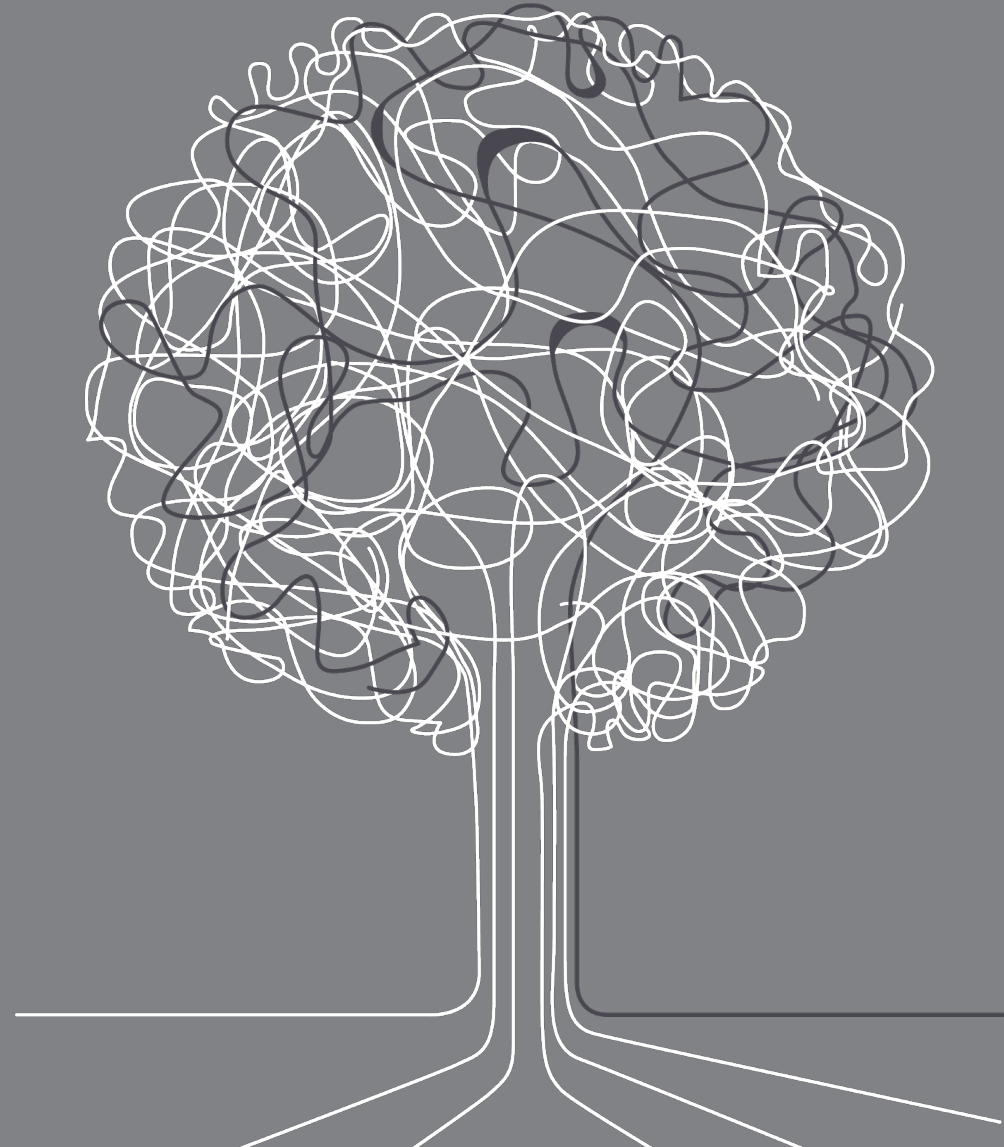
seethesystem

Subject to the system

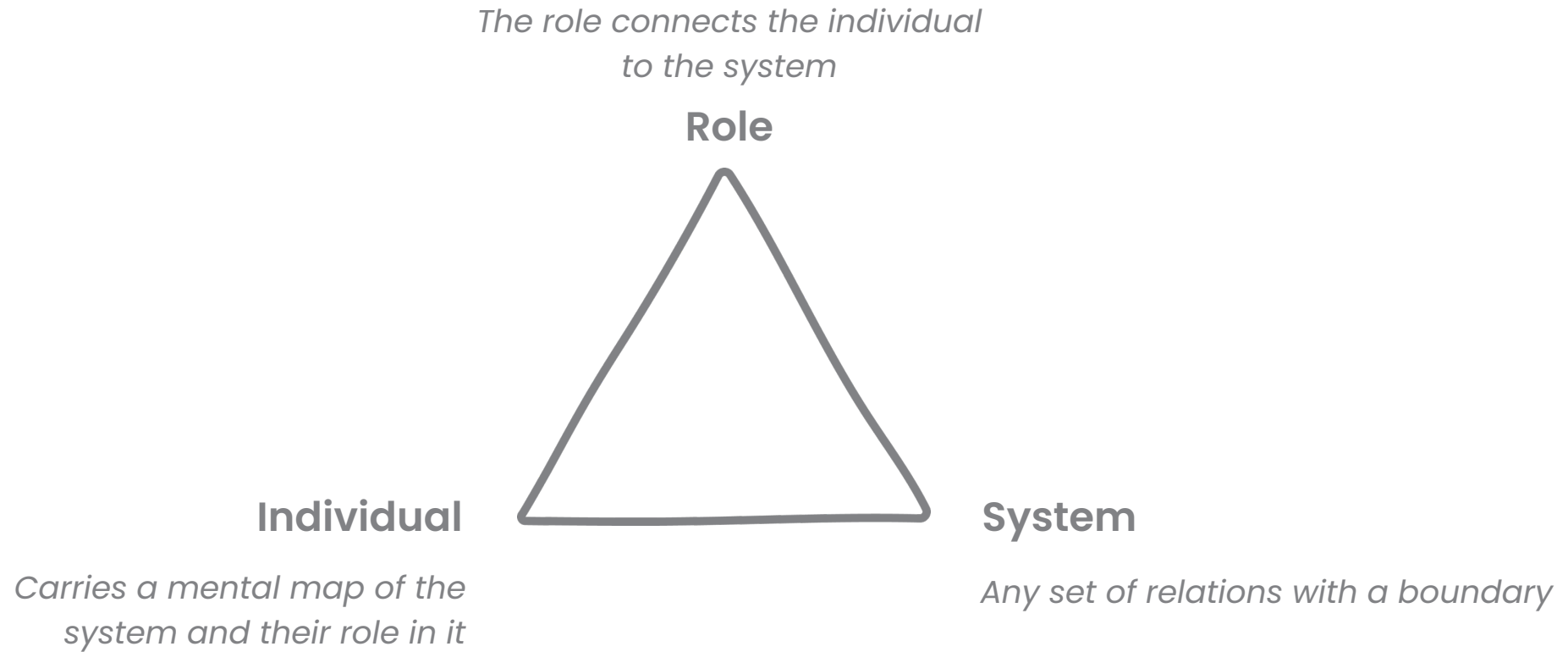
systemasobject

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Systemic Methodology for Organisations



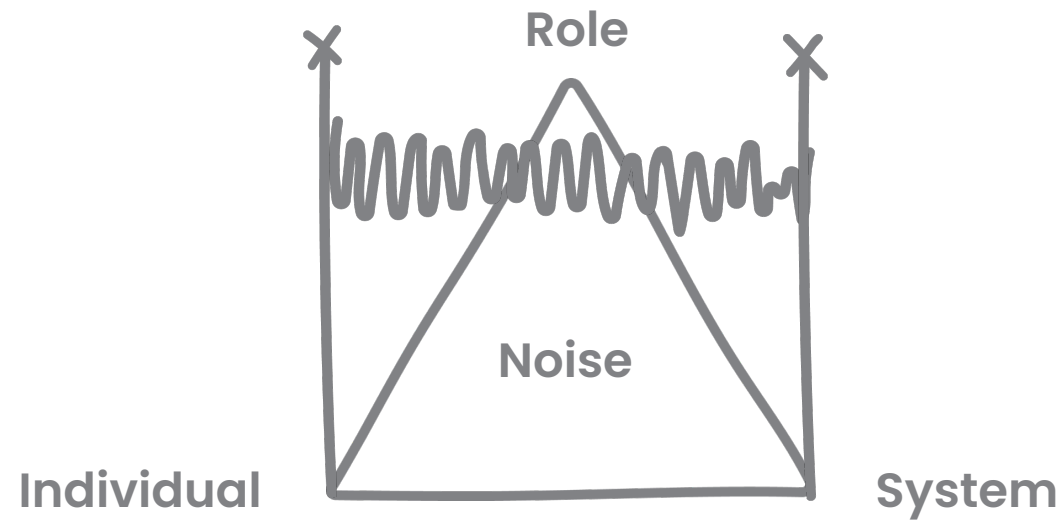
The Role-In-System™ Framework



Adapted from Borwick

The Role-In-System™ Framework

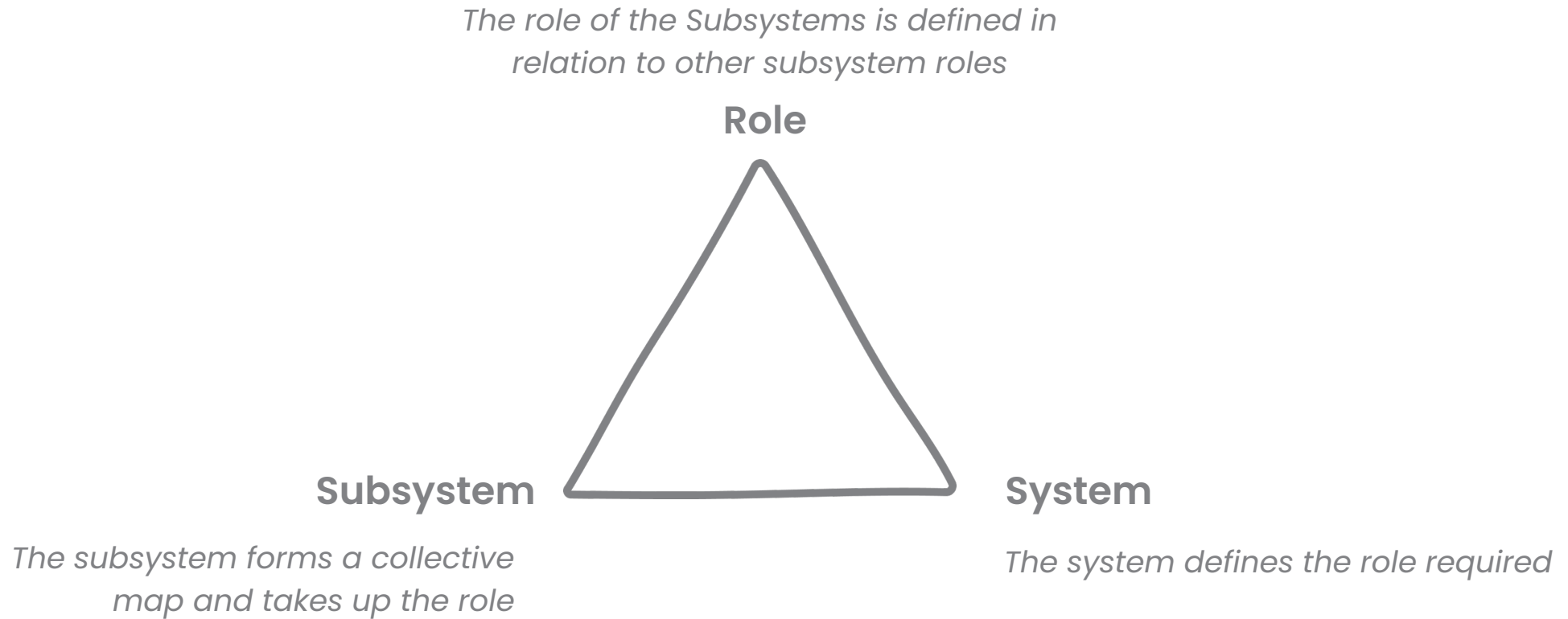
The individual and the system define the



Individual defines and takes up the role

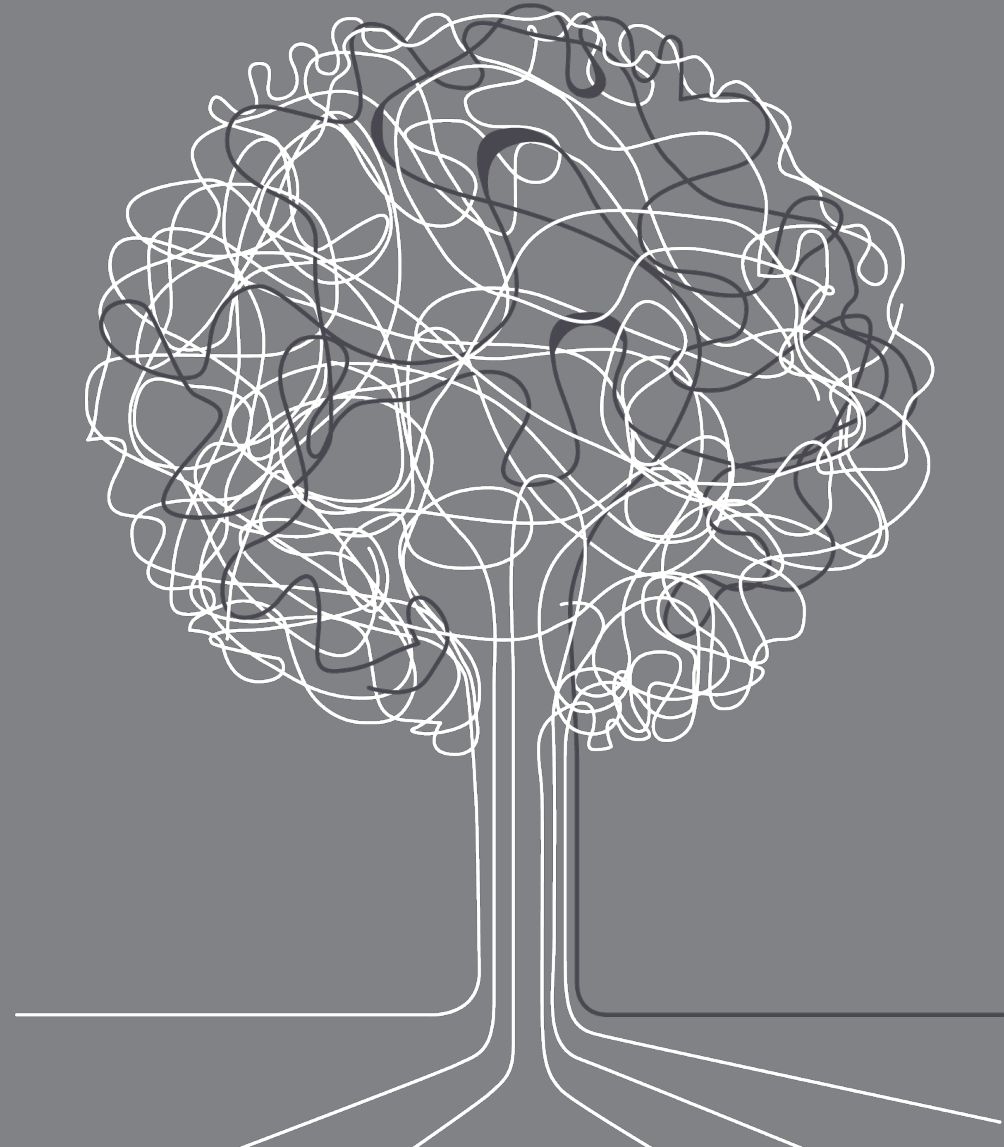
The system defines the role required

The Role-In-System™ Framework

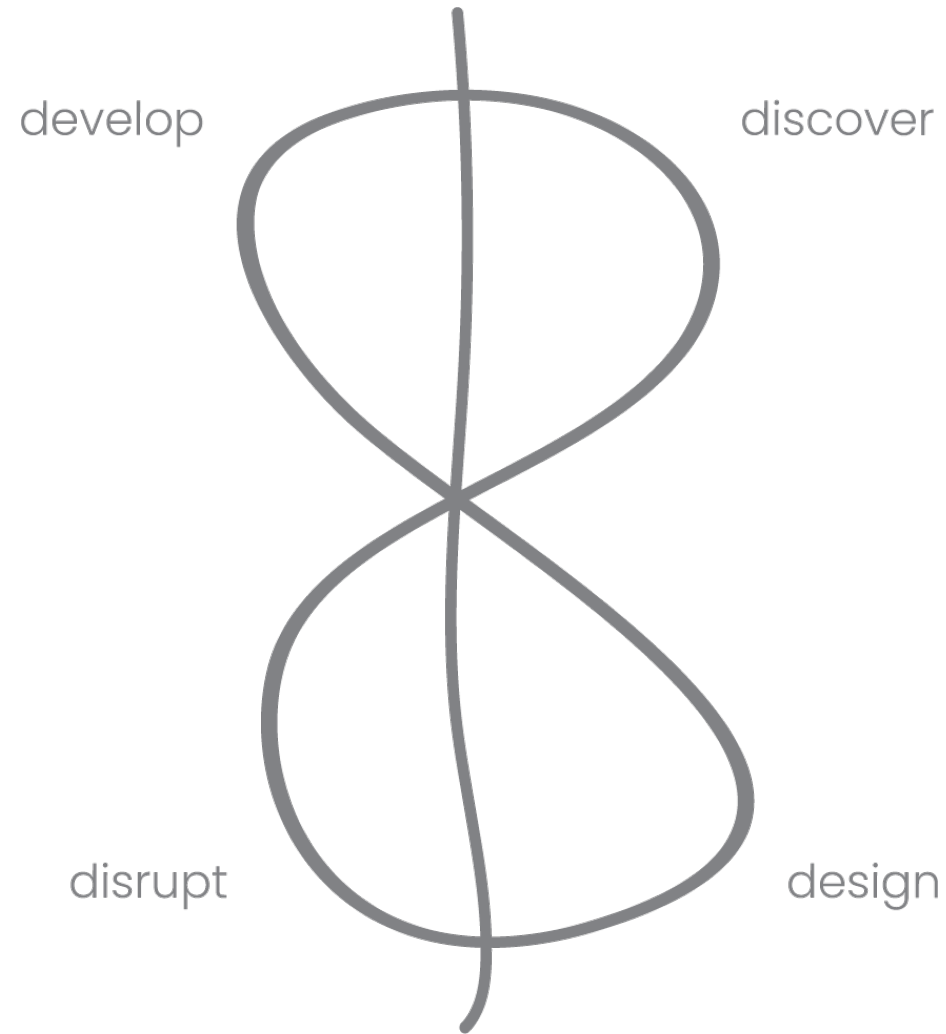


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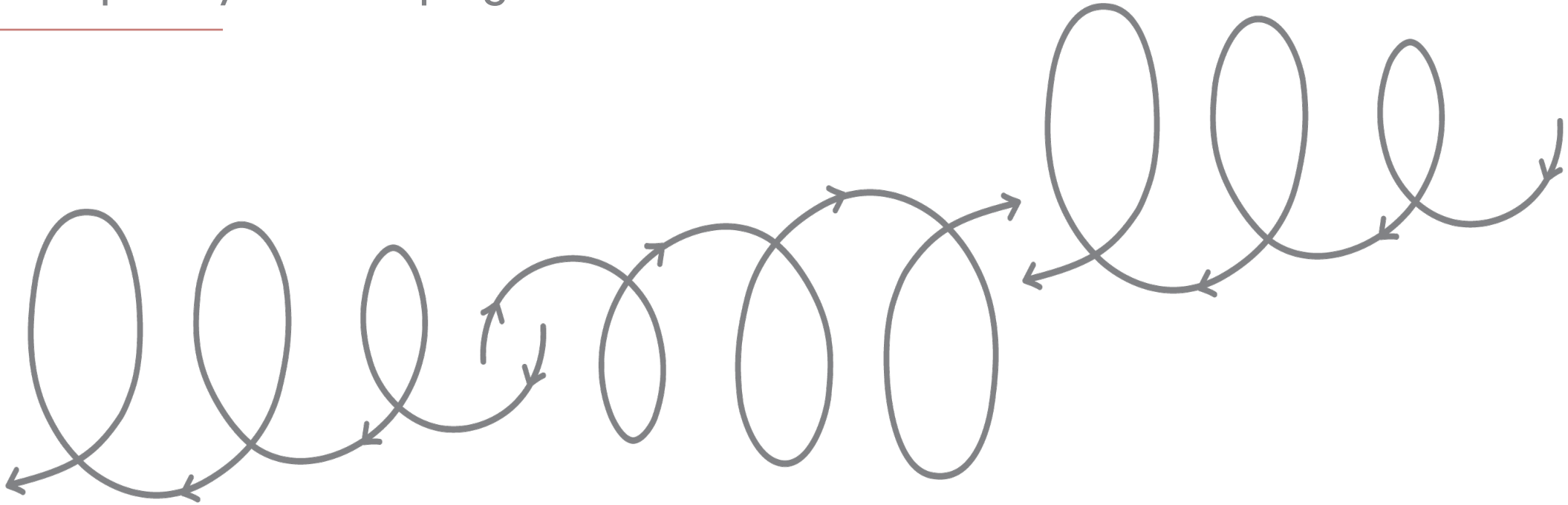
Systemic Methodology for Organisations



The Orgonmics 4D Adaptive System Loop™



4D Complex System Looping™



Create conditions and spaces for continuous discovery, design, disruption of current ways of seeing, interacting and relating – finding new coherence looping forward.

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