

The Integral Model



An introduction by Aubyn Howard

The cornerstone of my approach to organisational diagnosis and intervention is the *Integral model*. By integral I also mean holistic, or inclusive. In the past I have called this model different things for different purposes (including the Healthy Organisation Model, Integral Development, etc) and it is essentially the same as Ken Wilber’s *Integral philosophy* (or four quadrants model), although I have developed and applied it specifically to organisational issues and challenges. These include:

- Managing and leading change - (Integral Change Leadership)
- Developing leaders – (Integral Leadership Development)
- Mapping and organising other organisational theories, approaches and models
- Educational system diagnosis, intervention and evaluation

The Integral Model can be applied to any human area of interest: to what is going on in the world; to a specific organisational situation or leadership challenge; to the fields of leadership and organisational change; to your own development as a leader. An Integral perspective helps you to understand the dynamics behind change and transformation, diagnose complex organisational situations and decide what intervention strategy is needed. The integral Model can be used as a tool to guide and support leaders in developing their capacity for systemic, integrative, holistic thinking.

The Integral Model complements and integrates other approaches, models, tools and techniques for leaders; it provides a way of understanding how all the other approaches fit together and when each one might be useful to you. It also helps you see the partiality and limitations of specific leadership approaches so that you can avoid their pitfalls.





The Integral Model

By ‘Integral’, we mean that all the key perspectives or dimensions of human knowing are taken into account; that we acknowledge objective as well as subjective ‘truth’, that we include the exterior realm of measurable and observable behaviour as well as the interior world of values, meanings and motivations, at individual and collective levels.





subjective	objective
inter-subjective	inter-objective

The Integral Change Leadership model

The four perspectives of organisational leadership (where we are looking from)

	<i>Interior world</i>	<i>Exterior world</i>
Individual or micro level	Intentional/subjective perspective Psychological -experiential thinking <i>"What makes people tick"</i> <i>Motivational model</i> 	Behavioural/objective perspective Rational-behavioural thinking <i>"What can be observed, measured and managed"</i> <i>Command and control model</i> 
	Cultural/inter-subjective perspective  Cultural-dialogical thinking <i>"What is important to us collectively"</i> <i>Shared purpose and values model</i>	Social/inter-objective perspective  Systemic-integrative thinking <i>"What is going on in the big picture"</i> <i>Systemic model</i>

The four dimensions of organisational leadership (what we are looking at)

	<i>Interior world</i>	<i>Exterior world</i>
Individual or micro level	Intentional/subjective dimension People <i>Meaning and well-being</i> <i>Motivation and morale</i> <i>Attitudes, mindsets and emotions</i> <i>Personal & leadership development</i> 	Behavioural/objective dimension Performance <i>Business process</i> <i>Measurement and metrics</i> <i>Performance and results</i> <i>Behaviour and skills</i> 
	Cultural/inter-subjective dimension  Culture <i>Culture and values</i> <i>Shared purpose</i> <i>Vision and mission</i> <i>Teambuilding and group dynamics</i>	Social/inter-objective dimension  System <i>Whole system</i> <i>Interrelationships and patterns</i> <i>Larger environment</i> <i>Stakeholder networks</i>

Wilber's all-level, all-quadrant approach

"Once we include both hierarchies and heterarchies – both ranking and linking – we can develop a more integral vision that is "all-level, all-quadrant", a vision that includes the I and the We and the It domains – or self, culture, and nature – as they all unfold in matter, body, mind, soul, and spirit, spanning the entire spectrum of consciousness in all its dimensions. This includes multiple modalities, streams (or lines of development), waves (or levels of development), states (of consciousness), and types (of personality), all woven together into a global holism or universal integralism.

The four quadrants-- simply refer to four of the most important dimensions of the Kosmos, namely, the interior and the exterior of the individual and the collective."

Ken Wilber

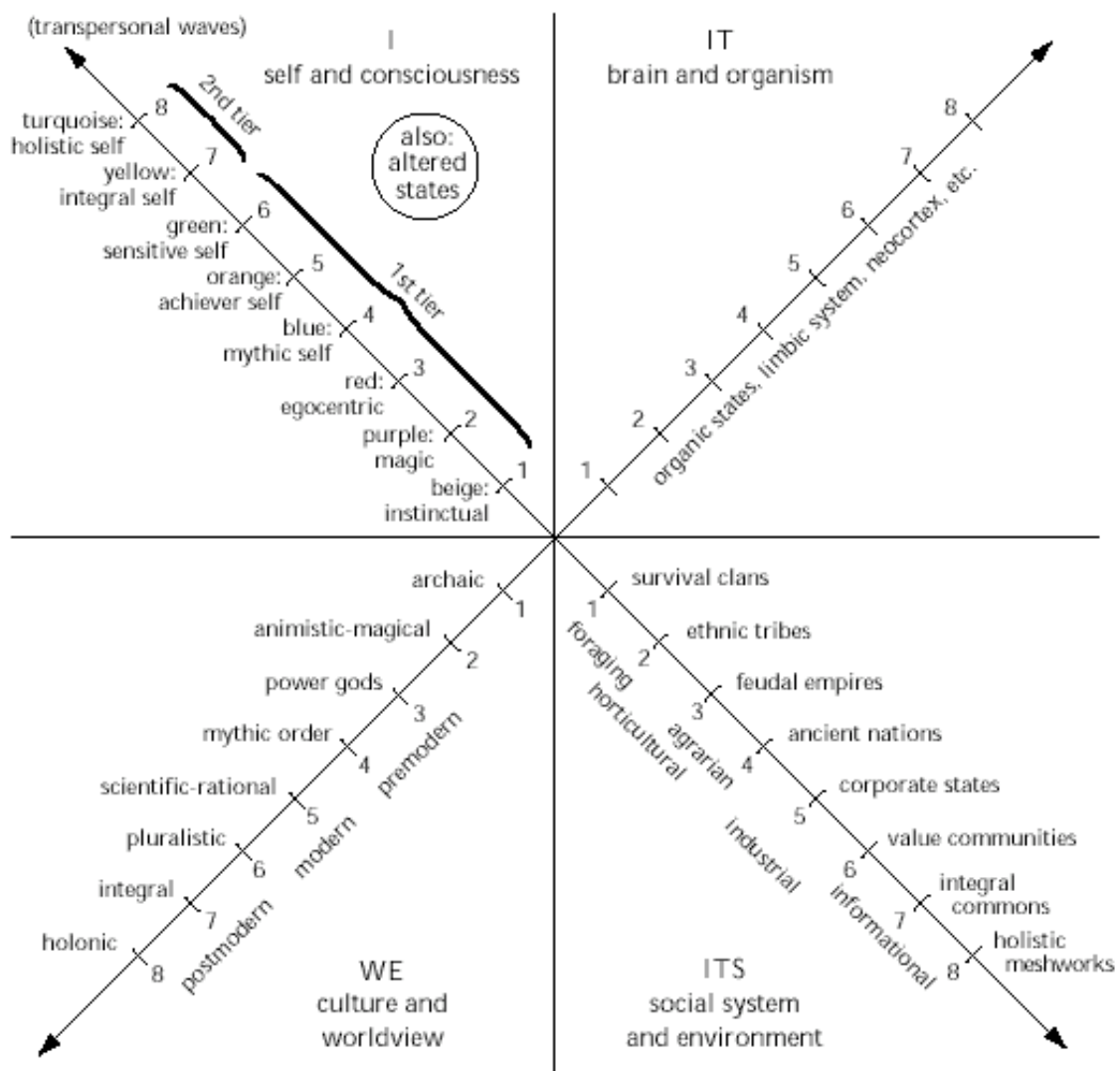


Figure 1. Some Examples of the Four Quadrants in Humans

From Ken Wilber (<http://wilber.shambhala.com>).