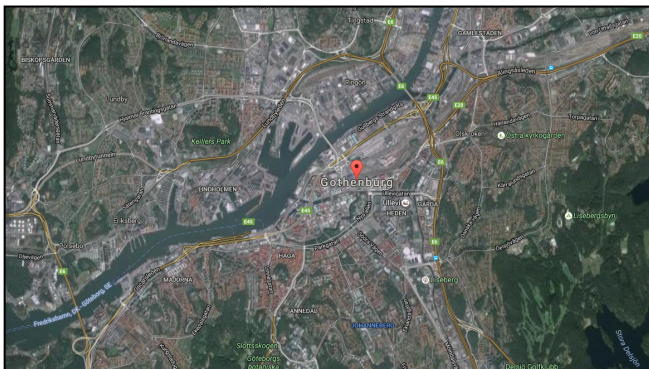


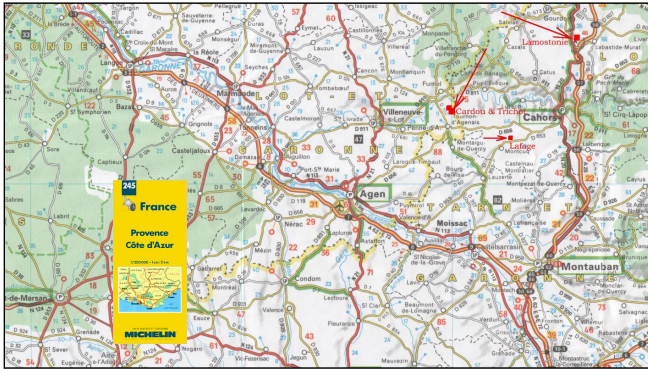
Integral Theory

An introduction
based on the work of Ken Wilber

Why introduce Integral Theory?

- No man is an island – we all ‘live’ in a context
- Understanding more about the context gives us more skilful ways of interacting with others
- Integral Theory is one (of many) way to understand the context
- Integral Theory helps establish a common vocabulary around the context





Integral Theory is a map

...the map is not the territory

Measuring points



in order to draw our map

Individual

Individual

Examples:

Employee, leader, follower, individual mindset,
the individual's motivation, individual action/behaviour

.....

Collective

Examples:

Team, group, relationship, culture,
behaviour patterns, processes & procedures,
organisation structure, systems

Collective

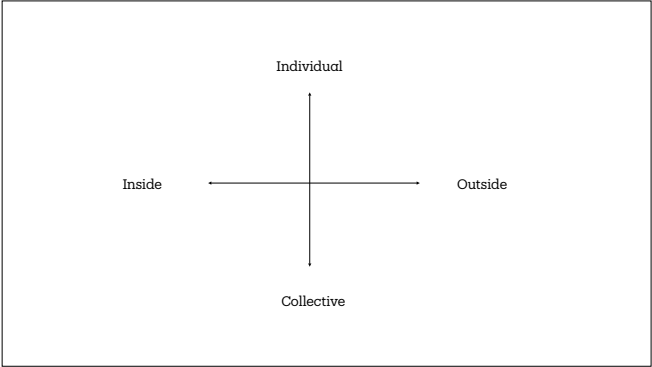
Subjective
(inside)

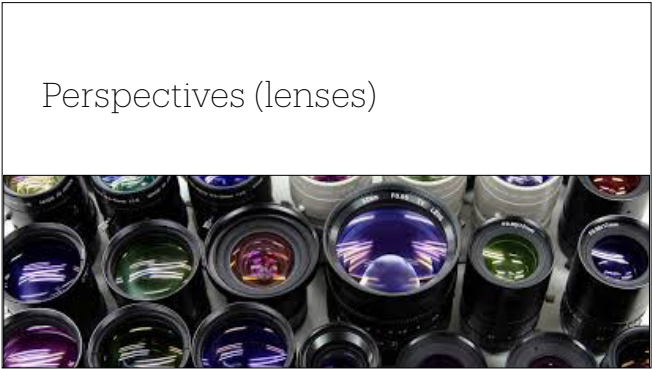
- Motivation
- World-view
- Beliefs
- Interpretation
- Feelings
- Perceptions

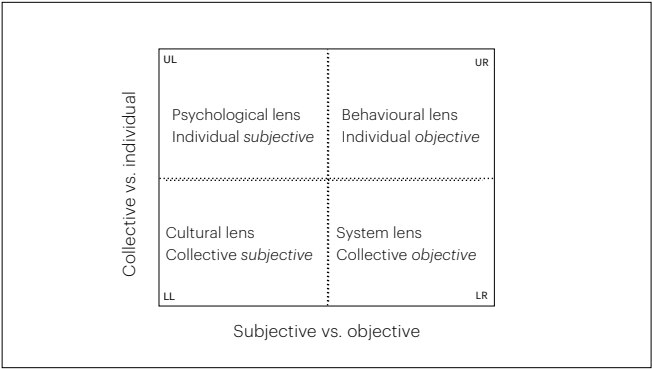


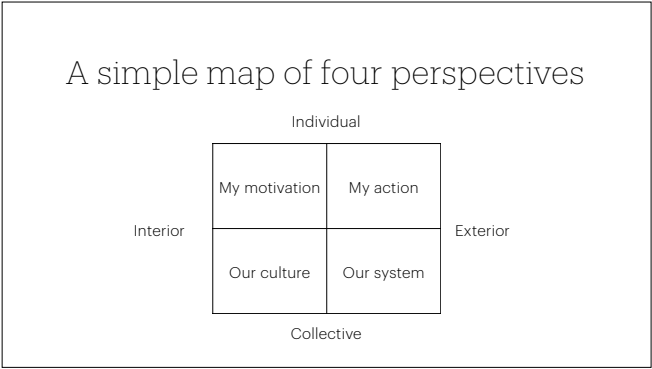
- Behaviour
- Action
- Economics
- Processes
- Infrastructure
- Metrics
- The physical environment

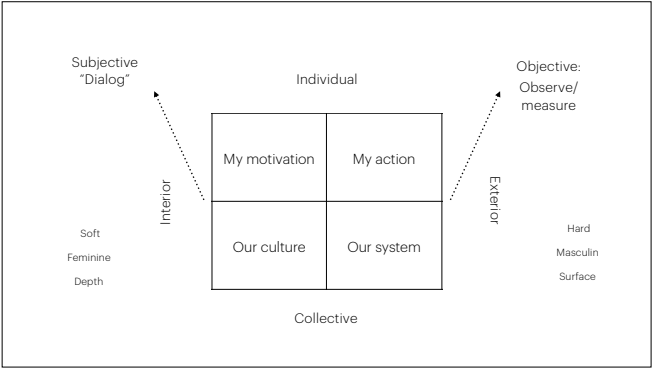
Objective
(outside)

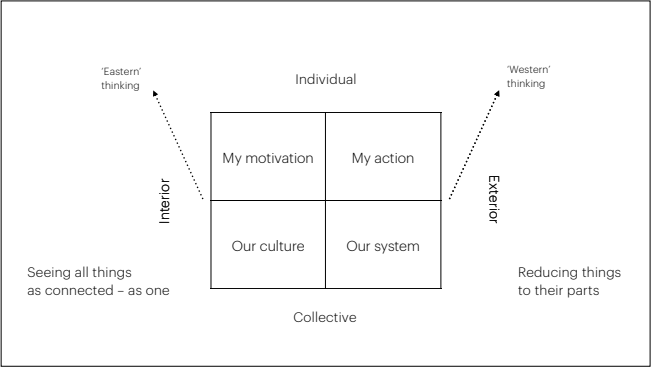










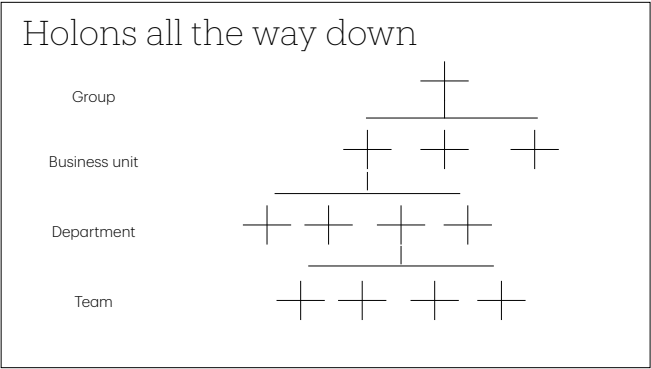


The Holon

Holos* + 'one'

(*greek for all)

Arthur Koestler: 'The Ghost in the Machine'



Each quadrant is just one perspective

Big thinkers - different 'lenses'

Freud	B.F Skinner 'Behaviourism'
Max Weber Thomas Kuhn	Karl Marx

Management theory

Theory Y	Theory X
Value-based leadership	Systems thinking

4 rules

1. By nature, the holon will seek to break away – to become independent. But if it succeeds, it dies
2. If we observe something in one quadrant – We will also find it in the other three quadrants
3. If we change something in one quadrant, it will affect the other quadrants
4. For the holon to function optimally, there must be a balance (no conflict) between the quadrants

My motivation	My action
Our culture	Our system

Examples of the 4 rules

A society that has the death penalty

Very upset	Kill
"Wild West" Right/wrong	If you do wrong, we will kill you

Why do they steal?

If I am not caught, it's OK	Steal from the company
If they don't know, it's OK	Screw the customer as often as you can

Why is there no teamwork?

???	???
We want a culture of teamwork	We have individual bonus systems

Why is there no teamwork?

???	???
We want a culture of collaborative work	We measure everything by department

The new rest-manager

That sounds wonderful!	I will help my colleagues
We want a culture of team work	Individuals held responsible

Practical application

Moving from seeing part of the
'story' to seeing the whole 'story'

Common language

- Inside/outside
- Part/whole
- Upper left
- Upper right
- Lower left
- Lower right
- “We space”

Relationships

How we
interact with
each other

My motivation	My action
Our culture	Our system

What can we do
and achieve
together

Building relationships

Your holon

My motivation	My action
Our culture	Our system

Their holon

My motivation	My action
Our culture	Our system

“WE space”

My motivation	My action
Our culture	Our system

Blind spots

My motivation	My action
Our culture	Our system

Preferences

My motivation	My action
Our culture	Our system

Identify holons in your world

My motivation	My action
Our culture	Our system

Examine how the four rules apply or do not apply to that holon

1. By nature, the holon seeks to break away – to become independent. But if it succeeds, it dies
2. If we observe something in one quadrant – we will also find it in the other three quadrants
3. If we change something in one quadrant, it will affect the other quadrants
4. For the holon to function optimally, there must be a balance (no conflict) between the quadrants
