

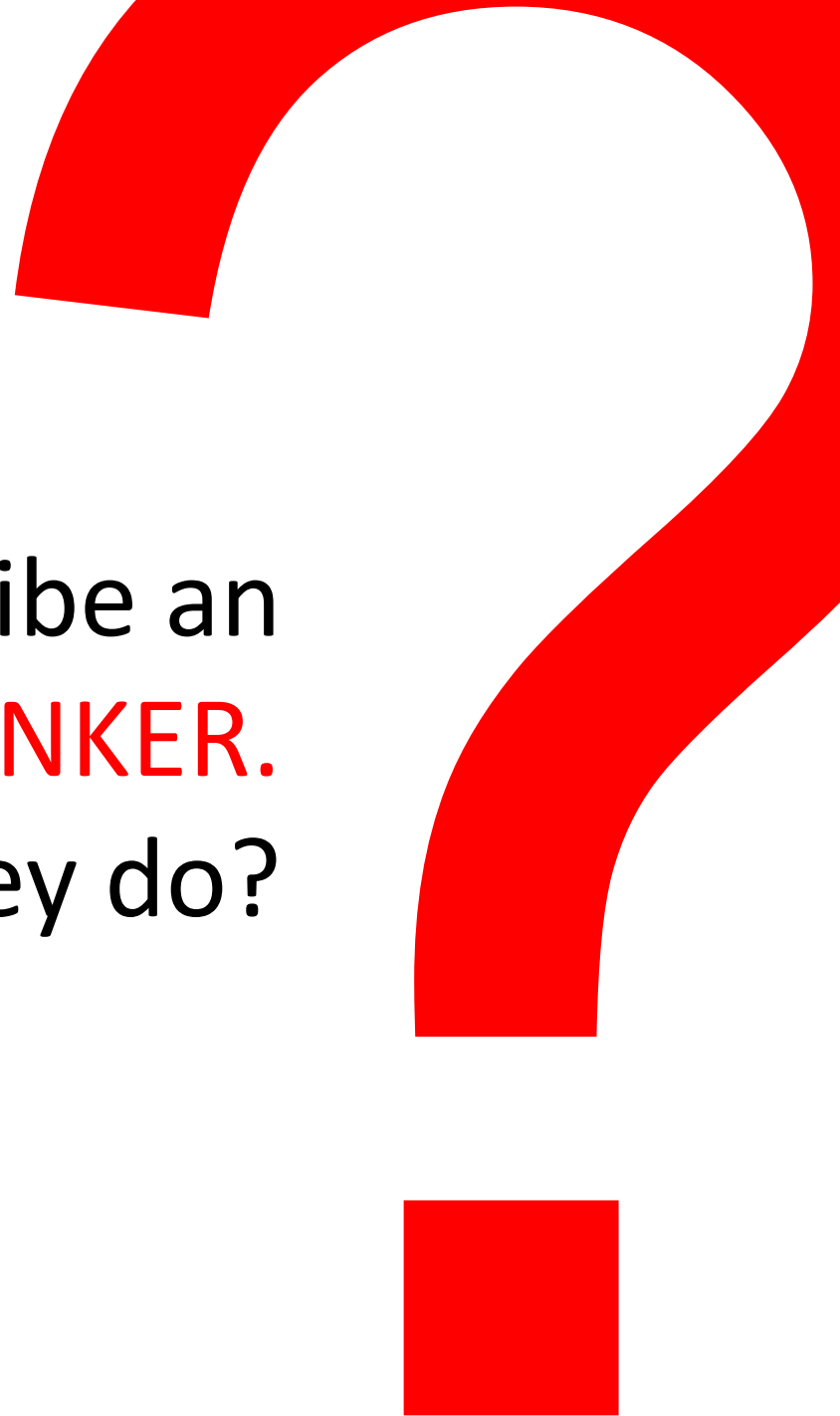
**INTEGRATIVE**

Thinking

“...integrative thinking is the management style we need if we are to solve the enigmatic problems that face our organizations in the new millennium.”

- Roger Martin and Hilary Austen, The art of Integrative Thinking

Describe an  
**INTEGRATIVE THINKER.**  
What do they do?



“ **Integrative thinkers** embrace complexity, tolerate uncertainty, and manage tension in searching for creative solutions to problems.”

- Roger Martin and Hilary Austen, The art of Integrative Thinking

Integrative thinkers work to  
see the whole problem ...

...embrace its multi-varied  
nature ...

...understand the complexity of  
its causal relationships.

Embrace a high tolerance for  
**CHANGE, OPENNESS,  
FLEXIBILITY + DISEQUILIBRIUM**



...the integrative thinking stance  
places a central value on  
learning...

...It welcomes rather than fears

surprise ...

using surprise to innovate

...It embodies tolerance for  
the  
temporary incompetence  
that comes with the  
development of new skills.”

What are the 4 interrelated  
steps of a heuristic  
process?



# The Four Steps of Integrative Thinking

- Salience
- Causality
- Sequencing
- Resolution

Do **YOU** have these  
qualities



Can ERP software be  
thought of as an  
Integrative Thinking  
Platform



How might **Integrative  
Thinking** impact your  
project

