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?