

Introduction to “The Integral Approach” Overview

"Integral" means "inclusive, balanced, comprehensive." The Integral approach may be contrasted to other methods—mythic, rational-scientific, pluralistic—which, as they themselves announce, exclude other approaches as being inferior. They are thus, by definition, partial and incomplete. These latter methods, although widely accepted and dominant in the world's cultures, tend to generate partial analysis and incomplete solutions to problems. As such, they appear less efficient, less effective, and less balanced than the Integral approach.

Like any truly fundamental advance, the Integral approach initially seems complicated but eventually is understood to be quite simple and even straightforward.

The easiest way to understand the Integral approach is to remember that it was created by a cross-cultural comparison of most of the known forms of human inquiry. The result was a type of comprehensive map of human capacities. After this map was created (by looking at all the available research and evidence), it was discovered that this integral map had five major aspects to it. By learning to use these five major aspects, any thinker can fairly easily adopt a more comprehensive, effective, and integrally informed approach to specific problems and their solutions—from psychology to ecology, from business to politics, from medicine to education.

What are these five aspects? Technically they are referred to as "*quadrants*, levels, lines, states, and types."

For our purposes we will examine the **quadrants**, which refer to the fact that all major human languages have first-, second-, and third-person pronouns (for example: I, you/we, and it/they). These three dimensions of reality (I, we, and it) often show up as art, morals, and science (or the aesthetic expression of “I,” the morals of “we,” and the objective “its” of science.

If we realize that "it" can appear in plural, or "its," then we have the "four quadrants" or dimensions that are present in all major human languages: I, we, it, and its—or the intentional, cultural, behavioral, and social dimensions of all human beings. Each of these four quadrants reveals a dimension of any phenomena: an **interior** or **exterior** *experience* from an **individual** or **collective** *perspective*.

<p style="text-align: center;">Upper-Left Quadrant "I" Interior- Individual Intentional</p>	<p style="text-align: center;">Upper-Right Quadrant "IT" Exterior- Individual Behavioral</p>
<p style="text-align: center;">Lower-Left Quadrant "WE" Interior- Collective Cultural</p>	<p style="text-align: center;">Lower-Right Quadrant "ITS" Exterior- Collective Social (Systems)</p>

Notice some of the major and extremely influential modes of inquiry that are based in each of the quadrants:

1. **Upper Left:** phenomenology, psychotherapy, meditation, emotional intelligence, personal transformation
2. **Upper Right:** empiricism, scientific analysis, quality control, behavioral modification
3. **Lower Left:** multiculturalism, postmodernism, worldviews, corporate culture, collective values
4. **Lower Right:** systems theory, social systems analysis, techno-economic modes, communication networks, systems analysis.

Which of those approaches is right? All of them, according to Integral theory.

NOTE for this document, the right side of this quadrant is shaded (blue) to signify the traditional methods of operating, which are empirical exterior in nature. The Upper left is colored (green) to signify our individual level of consciousness. From this quadrant that we (individually) can reach new levels of awareness, causing us to relate to the other quadrants differently.

Interior

Exterior

SUBJECTIVE

Individual

Collective

OBJECTIVE

<p><u>Upper-Left Quadrant</u></p> <p>"I" Intention</p> <p>How is human potential viewed, developed, assessed?</p> <p>How connected is individual well-being to organization's success and well-being?</p> <p><i>Who has access to information?</i></p> <p>Change viewed as shift in attitude or perception – to increase capacity.</p>	<p><u>Upper-Right Quadrant</u></p> <p>"IT" Behavior</p> <p>How policies, benefits affect worker performance?</p> <p>How compensation packages, labor relations affect retention.</p> <p><i>How do individuals act on information?</i></p> <p>Change viewed as shift in skills — to increase ability.</p>
<p><u>Lower-Left Quadrant</u></p> <p>"WE" Culture/Values</p> <p>What values lead to mutual understanding, shared expectations and shared vision?</p> <p>Concerned with collaboration, teams, knowledge cultivation and information sharing.</p> <p>How is information assessed, shared and integrated?</p> <p>Change viewed as shift in culture: alignment of discourses (<i>meaning/values</i>).</p>	<p><u>Lower-Right Quadrant</u></p> <p>"ITS" Society/Systems</p> <p>What is level of productivity? How do laws, markets effect performance/productivity?</p> <p>Concerned with knowledge management, business processes, and project management.</p> <p>Assess best IT systems to manage, coordinate, capture information and share knowledge.</p> <p>Change viewed as shift in systems: allocation of resources.</p>

Four-Quadrant Model: Viewing Thinkers, Concepts and Theories

NOTE: Upper left quadrant can be seen as the operating system for the four quadrants, as it offers a unique vantage point to shape what's possible in viewing the other three quadrants

	<i>Internal (subjective)</i>	<i>External (objective)</i>
<i>Individual</i>	<p style="text-align: center;"><u>Upper-Left Quadrant</u></p> <p style="text-align: center;">"I" Intention</p> <p style="text-align: center;"><i>Interior - Individual Intentional</i></p> <p>Heidegger • Maslow • C. G. Jung • Piaget • Daniel Goleman • Gautama Buddha</p> <p>phenomenology • ontology • hermeneutics • psychotherapy • meditation • emotional intelligence.</p>	<p style="text-align: center;"><u>Upper-Right Quadrant</u></p> <p style="text-align: center;">"IT" Behavior</p> <p style="text-align: center;"><i>Exterior - Individual Behavioral</i></p> <p>B. F. Skinner • John Locke • Empiricism • Behaviorism • Physics • Biology • Neurology.</p> <p>epistemology • scientific analysis • quality control • behavioral • modification • MRI.</p>
<i>Collective</i>	<p style="text-align: center;"><u>Lower-Left Quadrant</u></p> <p style="text-align: center;">"WE" Culture</p> <p style="text-align: center;"><i>Interior - Collective Cultural</i></p> <p>Thomas Kuhn • Wilhelm Dilthey • Jean Gebser • Max Weber • Hans- Erving Goffman • Georg Gadamer</p> <p>globalism • pluralism • worldviews • postmodernism • corporate culture • collective values • intersectionality • intersubjectivity.</p>	<p style="text-align: center;"><u>Lower-Right Quadrant</u></p> <p style="text-align: center;">"ITS" Society</p> <p style="text-align: center;"><i>Exterior - Collective Social</i></p> <p>Systems Theory • Talcott Parsons • Auguste Comte • Karl Marx • Emile Durkheim • Gerhard Lenski</p> <p>systems theory/analysis • structural- functionalism • social systems • techno-economic modes • internet apps • communication networks.</p>

Integral "AQAL" Grid © 2108 Zampella Group, Inc.