

## Definition of Integrative Thinking (Martin, Roger)

Integrative Thinking is the ability to constructively face the tensions of opposing models, and instead of choosing one at the expense of the other, generating a creative resolution of the tension in the form of a new model that contains elements of the both models, but is superior to each.

When making any decision, people proceed through four steps:

1. The first step is **Salience**: what do we choose to pay attention to, and what not? In this initial step, we decide which features are relevant to our decision.
2. The second step is **Causality**: how do we make sense of what we see? What sort of relations do we believe exist between the various pieces of the puzzle?
3. The third step is **Architecture**, during which an overall mental model is constructed, based upon our choices from the first two steps.
4. The final step is **Resolution**: what will our decision be, based on our reasoning?

Integrative thinkers approach these four steps in a very specific way. As shown on the diagram below, in step one they consider more features of the problem as salient to its resolution; they consider multi-directional and non-linear causality between the salient features; they are able to keep the ‘big picture’ in mind while they work on the individual parts of the problem; and they find creative resolutions to the tensions inherent in the problem’s architecture.

### The Practices of Integrative Thinkers

