

Summary: IE Introduction – Lesson 2 – 4 Quadrants – Video

Summary

- The foundation of the Integral Model is known as “the 4 Quadrants.” Its core value is that it recognizes and identifies specific ways in which we can neglect certain aspects of reality in our worldview.
- All beings exist as an individual and separate entity. All individuals also exist as a part of a larger group (or groups). All beings and groups experience internal, subjective qualities that cannot be directly known by others. All beings and groups behave and act in objective ways that can be observed and known. All of these 4 quadrants of human experience are true at all times.

ME Upper Left Interior-Individual Self & Consciousness Intentional Subjective Cognitive/Emotional Spiritual	IT Upper Right Exterior-Individual Form & Organism Behavioural Objective Skills, Behaviours Performance
WE Lower Left Interior-Collective Worldviews Cultures & Value Systems Stories History	ITS/THEM Lower Right Exterior-Collective Social System/Environment Economic Systems Policies and Procedures Technologies

- Business and leadership theories illustrate how people can emphasize one area and ignore others. Each of these ideas have strong supporters, who often ignore or downplay the other forces in a business.
 - o Theory Y (an upper left model) relies on individuals' innate pursuit of self-actualization because of the inherent rewards of work, accomplishment, etc. Leaders gain support for organizational goals through fostering inner qualities, such as trust, collegiality, meaning, etc...
 - o Theory X, on the other hand, focuses on the upper right solutions. It assumes that people do not like to work and are unmotivated.

Managers rely on behavioral techniques like rewards and punishment to shape behavior.

- o Organizational Culture is the theory that shared norms, values, and unwritten rules drive organizational behavior. The quote that “culture eats strategy for breakfast” reflects the belief that the substantive work is directed much more by the work environment than by leadership directive. Leaders who adopt this method tend to hire, retain, and promote people based on their capacity to reflect key qualities of the desired culture.
- o Systems Theory is the theory that businesses are made of often complex parts that interact, forming a whole. Most businesses are seen as ‘open’ systems which adapt and respond to feedback from the environment. Leadership that relies on this approach typically looks at designing the pieces to optimize the quality of feedback throughout the system.

Question for Self-Reflection

- Which of these 4 quadrants do you pay most attention to?
- Which do you pay the least attention to?
- What do you think the positives and negatives for you are when using this approach?