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ACHIEVING SUSTAINABLE DEVELOPMENT: THE INTEGRATIVE IMPROVEMENT INSTITUTES™ PROJECT

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ABSTRACT

The challenges we face in our economies and societies in our divided unsustainable world are perhaps greater than at any other time. These challenges have arisen because of how we have been trained to think, plan and act as individuals and how we have applied this training to the way we organise and govern ourselves. We have thought, planned, organised, governed and acted as though our world is comprised of parts that can be separately exploited by humans and managed by us from one stable state to another. We have forgotten we are just one species in a complex natural world. We have tended to act without a sense of wholeness - without integrity. Meeting these challenges will require new approaches to how we are trained to think, plan and act as individuals and how we are trained to organise and govern. These new approaches will need to be based on our **current scientific understanding of our world and the human mind**.

The Integrative Improvement Institutes™ Project directly addresses these challenges in a novel way. It is designed to improve the well-being of people and their physical, social and cultural environments through low-cost adaptive diffusion, refinement and implementation of a unique bottom-up Integrative Improvement™ (II) approach for **achieving sustainable development**.

II emphasises dynamic connections, relationships and interactions in line with our current scientific understanding of the world as tending to be self-organising with human beings whose minds are naturally integrative. II improves in a balanced, integrative and sustainable way the lives people already have. II involves training individuals in Integrative Thinking™ and complementary tools and encouraging and facilitating Integrative Governance™ enabled by technology in all government, business and civil society organisations. II progress is measured by indicators of well-being such as The Australia Institute's Genuine Progress Indicator (GPI).

ACE Themes:- 7 Economic Systems, Development and Growth and
10 Environmental Economics, Energy and Sustainable Development.

JEL Classification:- O10, O20, O30, P11, Q01, Z10

Keywords:- Sustainable Development; Integrative Improvement™; Integrative Thinking™;
Integrative Governance™; Integrative Capitalism™; Integrative Democracy™.

ACHIEVING SUSTAINABLE DEVELOPMENT: THE INTEGRATIVE IMPROVEMENT INSTITUTES™ PROJECT

“The Norwegian Nobel Committee has decided to award the Nobel Peace Prize for 2006, divided into two equal parts, to Muhammad Yunus and Grameen Bank for their efforts to create economic and social development from below. Lasting peace can not be achieved unless large population groups find ways in which to break out of poverty. Micro-credit is one such means. Development from below also serves to advance democracy and human rights.”

Press release at <http://nobelpeaceprize.org/> .

1 This paper is about a way of achieving sustainable "development from below" in all economies and societies. It is not an academic research paper. Rather, it offers a novel, practical and adaptive project for changing how we are trained to think, plan and act as individuals and how we are trained to organise and govern. The approaches in it have been derived from a synthesis of wide experience in government, business and civil society organisations and an extensive study of mind science, development and sustainability literature. It is in four sections as follows:-

Section I: Challenges We Face.

Section II: Description of Integrative Improvement™: Sustainable Development as if People and Their Physical, Social and Cultural Environments Mattered.

Section III: Integrative Improvement Institutes™ Project.

Section IV: Benefits of Integrative Improvement™.

SECTION I: CHALLENGES WE FACE

2 The challenges we face in our economies and societies and in our divided unsustainable world are perhaps greater than at any other time. These challenges have arisen because of the way we have thought, planned and acted as individuals and the way we have organised and governed ourselves. We have thought, planned, organised, governed and acted as though our world is comprised of parts that can be separately exploited by humans and managed by us from one stable state to another. We have forgotten we are just one species in a complex natural world. We have tended to act without a sense of wholeness - without integrity.

3 We have thought, planned, organised, governed and acted like this because we have been **trained** to do so. Based on centuries-old understandings of the world and the human mind we mostly train people to break problems down into parts, to put these parts into rigid categories with shared properties and to manipulate symbols representing these categories. That is, we train people to reason in a **disembodied** way as though our minds were symbol manipulators like computers, unconnected with the remainder of our bodies and our physical, social and cultural environment.

4 Accordingly, meeting these challenges will require completely different approaches to how we are **trained** to think, plan and act as individuals and how we are **trained** to organise and govern. These different approaches will need to be based on our **current** scientific understanding of our world and the human mind.

5 **Usual approaches to sustainable development are inadequate.** This is because they aim at our becoming **more** sustainable whilst continuing with the development approaches that led to unsustainability. **Achieving sustainability** will require us to change existing development approaches, to set goals commensurate with the challenges and measure progress comprehensively.

6 **Sustainability is everyone's business because how each of us behaves affects our physical, social and cultural environment. Achieving sustainability** will require each of us to think, plan, organise and act on the understanding that we are an integral part of our complex living world so widespread education and training will be required.

7 **An integrative mindset and approach to planning and development is needed.** This is because widespread **transformative** changes will be required to address the nature, scale and urgency of the challenges while improving in a sustainable way the lives that poorer people have now. Existing **unintegrative** mindsets and organisational “silos” prevent transformation, hinder improvement and impede innovation and change.

SECTION II: DESCRIPTION OF INTEGRATIVE IMPROVEMENT™ (II): SUSTAINABLE DEVELOPMENT AS IF PEOPLE AND THEIR PHYSICAL, SOCIAL AND CULTURAL ENVIRONMENTS MATTERED

“Chapter 8 of Agenda 21 calls on countries to improve or restructure the decision-making process so that consideration of socio-economic and environmental issues is fully integrated and a broader range of public participation assured.” United Nations Division for Sustainable Development.

8 **In effect, this section redefines “sustainable development” as “Integrative Improvement™”, which is development as if people and their physical, social and cultural environments mattered.** It discusses how we now think, organise and govern ourselves and outlines a unique science-based approach called Integrative Improvement™ (II) that addresses directly the fundamental issues of individual and organisational integrity and how human beings relate to their environment. Among other things, Integrative Improvement™ is a process for integrating the **what is** and **what ought** that comes from critical thinking into **what you have** and **what you want**. Negotiating the difference between **what you have** and **what you want** is, of course, what solving problems is all about so it is at the heart of the Integrative Improvement™ process for solving the problem of how to **achieve sustainable development**.

9 To begin, we explain the core principles and processes of Integrative Improvement™ (II) in comparison with current development approaches and describe its key tools of Integrative Thinking™ and Integrative Governance™.

Core Principles of Integrative Improvement™ (II)

10 These are:-

- a) **II is a “development from below” approach involving everybody.** Other development approaches tend to be imposed from the top down and address particular activities or groups.
- b) **II emphasises dynamic connections, relationships and interactions** because it is based on the current scientific understanding of our world as tending to be self-organising with human beings whose minds are naturally integrative. Other approaches tend to accept an earlier view that we live in a world of parts that can and must be managed into a stable state or moved from one stable state to another by top-down managers trained to think unintegratively rather than integratively.
- c) **II is about improving (making or becoming better) in a balanced, integrative and sustainable way the lives people already have**, that is, it is about development as if people and their physical, social and cultural environments mattered. Other approaches tend to emphasise growth in particular aspects of the lives of some people and, hence, tend to adopt, as a common denominator, measurable economic growth in a sector, industry, area or country as the goal.

d) **II involves training** individuals in Integrative Thinking™ and complementary tools and encouraging and facilitating Integrative Governance™ enabled by technology in all government, business and civil society organisations. Other approaches based on and measured in terms of economic growth tend to accept without question the narrowly self-interested and profit-driven corporate governance model that has arisen since the Industrial Revolution and has been fostered in all fields in recent years.

e) **II progress is measured by indicators of wellbeing** such as The Australia Institute's Genuine Progress Indicator (GPI). (Please see <http://www.gpionline.net> for further information). Other approaches tend to use Gross Domestic Product (GDP) which is not a good indicator of **improvements** in wellbeing.

Core Process by which II is Developed and Applied

11 **In economic terms II is about improving individual and organisational productivity. The core process for developing and applying II is centred on improving the integrity, creativity and performance of each person involved, improving the integrity, creativity and performance of each organisation involved, facilitating the evolution of networks and providing a common basis for communication between individuals and within and among organisations.** These improvements are initiated by applying NEW Integrative Thinking™ (NEW IT), Douglas Integrative Governance 247™ (DIG 247) and their complementary tools in business, government and civil society organisations. (Please see <http://www.integrative-thinking.com> for a general introductory article, further information and low-cost training modules and templates. The NEW IT Modules are entitled Overview, Theory, Bibliography; Our Integrative Mind™; Reconciling Needs and Wants; Problem Solving and Planning; and Applying NEW IT. The DIG 247 Modules are entitled Overview of Douglas Integrative Governance 247™ and DIG 247 Governance Templates for a Federation, an Enterprise and Direct Support Advocates Teams. The purpose and contents of each Module are summarised in free introductory paragraphs on the website.)

How we think is not how we are trained to think!

12 Broadly, we tend to be trained in critical thinking. In educational institutions, at work and even at home we train what may be called our **Critical Mind**. We train people to reason in a **disembodied** way as though our minds were symbol manipulators like computers, unconnected with the remainder of our bodies and our physical, social and cultural environment. We train them to break problems down into parts, to put these parts into rigid categories with shared properties and to manipulate symbols representing these categories. We train them to hypothesise using these rigid categories (thereby excluding all other possibilities) and look for a grain of the "truth" about these categories that is imagined to be "out there" in the "real" world and to justify that "truth" with propositions expressed in words or mathematical symbols joined together in accordance with the rules of logic. We train them to think in a straight line towards a conclusion. We train them as though the way we justify our thoughts - in logical statements - is the way we think. In short, we train people to think "inside the box". We dehumanise reasoning.

13 The effects of this on our lives and work include:-

- People who are predisposed to be less comfortable with manipulating symbols tend to become alienated from the better justifiers.
- As justifications become more specialised the difficulty of communicating increases and trust decreases.

- We tend to become locked into our justifications.
 - We make a habit of being critical first and thinking constructively second or not at all.
 - We continue doing what has worked in the past even when circumstances change.
 - Critical thinking based on different, crude and rigid categorisations often leads to unresolved conflict in groups and organisations. This unresolved conflict can surface later and undermine the group or organisation as may be seen in organisations in which management does not consult meaningfully with staff.
 - Similarly, as individuals we can be left with unresolved internal conflict. This can damage the individual and others and lead to poor relationships and unhappiness.
 - All this unresolved conflict leads to cruelty, unhappiness and inefficiency and hinders our creativity and performance as individuals, in groups and in organisations.
 - Overall, this “parts” thinking is not compatible with the thinking necessary to achieve sustainable development, as explained by Paul Weaver in “The Natural Advantage of Nations: Business Opportunities, Innovation and Governance in the 21st Century” (pp.246-253). For instance, he states:- *“In the process of breaking down real world systems into parts, most of the links and relationships that are the central concerns of sustainable development – the links between the natural and social systems or between levels in hierarchical structures or between time periods – are severed and are not studied by the specialized disciplines. Relatively new academic fields such as resilience and complex systems theory seek to address these issues by integrating the social and natural sciences.”* (p.250). For further information on sustainability please see www.naturaledgeproject.net .

14 Critical thinking has produced and will continue to produce much knowledge of parts of the world around us but it is inconsistent with the integrative way in which nature, our bodies, brains and minds function. There is mounting evidence in our increasingly interdependent world that **in addition** we need to be trained specifically in something like NEW Integrative Thinking™ (NEW IT) which is consistent with the integrative way nature, our bodies, brains and minds function. While continuing to train in and employ critical thinking we need also to train what may be called our **Integrative Mind™** of which our **Critical Mind** is a part.

NEW Integrative Thinking™ (NEW IT)

15 NEW IT is based on extensive research in Mind Science in recent years. Mind Science draws on work from the brain sciences (which include neuroscience, immunology and endocrinology); biology; ethology; computer science; social, evolutionary and cognitive psychology; physics; anthropology; neurophilosophy (a new science established with a view to building a unified science of the mind and brain); linguistics; systems theory; complexity science including self-organisation, chaos, uncertainty, and emergence; the philosophy of mind; the philosophy of science and evolutionary epistemology (a branch of philosophy concerned with the origin, nature, methods and limits of human knowledge). **Based on this work the human mind may be defined as the process of the trained living human brain interacting with the rest of the human body, which is interacting with its physical, social and cultural environment.**

16 Among other things this research has shown:-

- Our mind and reasoning are inherently **embodied**, that is, shaped by our bodily interaction

within itself and with its physical, social and cultural environment.

- Most thought is unconscious and much of our reasoning is done when we are not conscious of its being done.
- Over a lifetime of experiences we develop a number of prototypes in our minds that are reflected in patterns in our brains.
- It is difficult to change these prototypes so solving novel and complex problems in a creative way usually involves redeploying prototypes from another domain to the novel or complex domain.
- The more prototypes we have (the broader and deeper our knowledge) and the greater our ability to trigger those prototypes, the easier it is for us to creatively address novel and complex problems.
- We tend to be simplifiers because we can keep only about four items, plus or minus one, in our short-term memory while we are working on other information.

(For a concise introduction to the Mind Science that underpins my work please see the interview with leading cognitive scientist George Lakoff about his and philosopher Mark Johnson's book "Philosophy in the Flesh" at <http://www.edge.org/discourse/lakoff.html>. For general information on the subject please see <http://www.thymos.com/mind/web.html>. For an annotated bibliography relating to Applied Mind Science in the field of Integrative Thinking™ please see NEW IT Module 1 at <http://www.integrative-thinking.com>.)

17 While encouraging and applying critical thinking when appropriate, NEW IT is a process of habitually and almost automatically making connections to create a whole new picture rather than habitually and almost automatically breaking down an old picture into its parts. NEW IT may be thought of as a more comprehensive successor to lateral thinking and using multiple intelligences but, not surprisingly, is fully integrated, not an add-on extra. It is a practical application of Mind Science so is a form of technology but it is human-based rather than machine-based technology. It is a NEW way of thinking which helps us think “outside and inside the box” and integrate the two as we plan and act.

18 The process of NEW IT may be thought of as our wondering (W) about a situation, creating a narrative (N) connecting our wonderings and managing our experiences (E) in acting out our narrative. It is distinctive in that it helps integrate thought, planning, action, review and evaluation in one continual process. It involves understanding and learning what our basic human needs and aspects of our human will are, what guides us in balancing those needs and will, clarifying what we have and what we want to set our goal, exploring possible connections when relaxed, arriving at a strategy to negotiate the change from what we have to what we want, devising tactics to advance the strategy, taking bold, assertive and timely action to achieve our goal, reviewing and evaluating our performance.

Becoming an Effective NEW Integrative Thinker (NEW IT) Is Not Difficult

19 For example, the SOARA (Satisfying, Optimum, Achievable Results Ahead) Process™ of Integrative Thinking™ involves the learning of a comprehensive set of aids to memory to help trigger connections in our minds, help us see analogies in unrelated fields and provide a way of self-monitoring our thinking and acting. All these aids to memory are joined together in a meaningful sentence so the Process as a whole can be learned in about the time it takes to learn to drive a car

(about twelve hours) and is easily remembered. With practice its application can become almost automatic. At all stages of the Process provision is made for learners to record their reflections and possible actions based on those reflections. People can be introduced to the basic concepts of the Process at almost any age. The Process is culturally neutral because it accepts the uniqueness of each human being.

20 With practice, applying the SOARA Process of Integrative Thinking™ becomes a habit that empowers people and makes easier our struggle to achieve successful outcomes on a life-long journey among possibilities. It helps us refine our perceptions, expand our horizons, sense and respond successfully to emerging trends and events. By helping us to make analogies from other domains it brings out and enhances our creativity. By helping us to always consider a comprehensive range of variables it ensures we always take others into account including our “customers” and stakeholders. NEW IT helps us and our enterprises thrive.

21 By helping improve our creativity and performance NEW IT helps us gain a sense of meaning, a sense of belonging and a sense of personal power. This is because NEW IT helps us reconcile our needs and wants and balance and integrate our thoughts, feelings and actions in harmony with our physical, social and cultural environment. In this way NEW IT helps us to a self-reliant state of mind from which we can work towards **achieving** sustainable development and the better linking of life and work.

22 In all contexts NEW IT provides an essential ingredient for sustainable successful connections, relationships and interactions – a common basis for communication between individuals.

Douglas Integrative Governance 247™ (DIG 247)

“Indeed, which path the international community and emerging countries embark on in the coming years on governance may prove critical for success or failure in providing for an appropriate climate for renewed investment and private-sector growth in emerging markets, for poverty alleviation and, related, with progress towards the Millennium Development Goals (MDGs).” p.4

“Citizen and enterprise participation and voice are vital in increasing transparency, providing for the necessary external accountability mechanisms and thus for the checks and balances that even the best internal accountability rules and systems within government cannot fulfill completely. Transparency-enhancing mechanisms involving a multitude of stakeholders throughout society can be thought as creating millions of “auditors.” Indeed, such external accountability mechanisms, which often also include very activist media involvement as well as the new set of data-driven diagnostic and Internet-based tools, can be powerful factors supporting a change in the incentive structure of institutions that are monitored.” p.35

Rethinking Governance: Empirical Lessons Challenge Orthodoxy

Daniel Kaufmann, The World Bank, 2003

23 Let me start by offering this definition of governance which is a synthesis of those offered by others in the field. **Governance is the process by which government, business and civil society organisations gain, exercise and maintain power in relation to individual end-users/citizens and their physical, social and cultural environments.** Modern means of transparent communication are making present governance approaches obsolete. Since the Industrial Revolution, organisations have developed top-down, hierarchical, command and control governance arrangements in a climate of slow, uncertain, incomplete and often secretive communications to meet mass markets of relatively uninformed individual end-users/citizens in independent nation states. These governance arrangements are dominated by managers so the situation is sometimes

referred to as the managerial economy. Bullying, corruption, poor accountability, poor acceptance of responsibility in organisations, poor stakeholder engagement and lack of transparency are possible in this sort of economy and are tolerated as being competitive ways of gaining, exercising and maintaining power over people and their physical, social and cultural environments. The cooperative and creative potential of most human beings is seen as inferior to the ultra-competitive nature of some people.

24 More generally, because of the influence of these top-down organisations over our lives, value and wealth generation are regarded as residing in the products and services supplied by them rather than in the end-users/citizens who generate demand and can now readily express it. This has inhibited sustainable improvement in the lives of many because it has valued production and distribution (supply) at the expense of physical, social and cultural environments and the potential for cooperation and creativity in each individual.

25 This is no longer the most efficient, effective and competitive way to organise because supply responses from such organisations cannot keep pace with the demand changes of a rapidly increasing number of informed end-users/citizens with access to world-wide, comprehensive and fast communications. End-users/citizens, for whom the organisations exist, have become alienated from the organisations. It is time for existing business, government and civil society organisations to change and for new enterprises to adopt a governance approach tailored to the realities of an emerging distributed economy.

26 As a result of thinking integratively about the difference between what we have and what we want, Douglas Integrative Governance 247™ (DIG247) offers a new bottom-up federated approach to governance for existing and start-up organisations that want to survive, adapt and prosper by meeting 24/7 the sustainable needs and wants of individual end-users/citizens in balanced ways that benefit both parties and their environment. It offers a way of re-humanising connections, relationships and interactions. It is governance for the emerging distributed economy.

27 In short, DIG 247 is about helping organisations employ fully the integrative capacity of individuals to ensure the organisations are stable enough to meet efficiently, effectively, competitively and sustainably the needs and wants of end-users/citizens while remaining adaptable enough to self-organise to meet changes in those needs and wants. Within and among organisations of all sorts DIG 247 provides an essential ingredient for sustainable successful connections, relationships and interactions – a common basis for communication.

28 By a happy coincidence, DIG 247 is aptly named because it is based on digging deep into the roots of individual and organisational behaviour in a world where end-users/citizens are expecting their demands to be met any hour of every day (24/7). Also, these governance policies incorporate well-known understandings that two heads are better than one, our limited short-term working memory is for four items plus or minus one when processing other information and seven is the optimum size for a decision-making group. Because we all have limited short-term working memories, acronyms are used throughout DIG 247 material to help people remember it and help trigger connections between it and other information relevant to the situation being considered when applying DIG 247. DIG 247 was arrived at by my applying NEW IT to what we now have and what we want as regards governance.

What We Have

29 This is summarised in the acronym **FIRST™**:-

F ast and accelerating external changes affecting organisations;

I ndividuals who tend to think integratively but have been trained to think unintegratively, and their knowledge and motivation in organisations;

R elationships and interactions with individual end-users/citizens and their knowledge and motivation, and relationships and interactions among those within organisations;

S elf-organising propensity of individuals and organisations;

T echnology improvements to enable end-users/citizens to deal with suppliers 24/7.

What We Want

30 What we want is good governance in organisations. This is summarised in the acronym **START™**:-

S takeholder engagement at all times;

T rust based on the individual integrity of each person involved;

A ccountability;

R esponsible behaviour by persons in organisations;

T ransparency.

Transparency, NEW IT and DIG 247

31 As transparency is necessary for achieving the other aspects of good governance we will discuss it in a little more detail.

32 Transparency is about all involved being open and candid. Being open and candid is part of acting with integrity - the condition of being wholly honest and upright.

33 Transparency is also about interactions among individuals. For instance, the public sector exists to serve the citizens of a country and interacts continually with them and individuals in business and civil society organisations in the nation and externally. Accordingly, if we wish to achieve transparency we need to address how the integrity of each unique person is instilled and how it is maintained during interactions with others.

34 How integrity is instilled in each unique person raises the matter of how we train our minds. Based on our current scientific understanding, the human mind may be defined as the process of the trained living human brain interacting with the rest of the human body, which is interacting with its physical, social and cultural environment. Training of the human mind so defined involves our instinct, socialisation and conscious individual effort and takes time. Accordingly, formal and informal education and training directed at instilling integrity and based on our current scientific

understanding of the human mind needs to begin at an early age and continue throughout life. Techniques that can help in this regard are in NEW Integrative Thinking™ (NEW IT) Modules available at <http://www.integrative-thinking.com> and their complementary tools.

35 How individual integrity and transparency are **maintained** during interactions with others involves building into organisations the checks and balances that help keep individuals “wholly honest and upright”. An approach to governance that can help in this regard is outlined here and is detailed in Douglas Integrative Governance 247™ (DIG 247) Modules available at <http://www.integrative-thinking.com> and their complementary tools.

Key Aspects of Douglas Integrative Governance 247™ (DIG247)

36 These key aspects are summarised in the IFEDS Model™. This IFEDS Model™ is for start-ups but its main features can also be applied to existing organisations in the transition from the managerial to the distributed economy. Each part of the IFEDS Model™ is a node in a network of relationships that employs fully the integrative capacity of individuals to ensure enough stability to meet efficiently, effectively and competitively the needs and wants of end-users/citizens while remaining adaptable enough to self-organise to meet changes in those needs and wants. Within the network are what have been termed “value exchanges” by Verna Allee at <http://www.alleetoolkit.com/> rather than the “transactions” of the managerial economy.

37 The nodes of the **IFEDS** Model™ are:

- I** ndividual end-users/citizens;
- F** ederations;
- E** nterprises;
- D** irect Support Advocates (DSAs); and
- S** uppliers.

38 The **IFEDS** Model™ works as follows:-

- **Individual end-users/citizens** who join a **Federation** in a geographical area express their changing needs and wants face-to-face and/or virtually to a **Direct Support Advocate** (DSA) for the area who is a member of that **Federation**.
- **Direct Support Advocates** (DSAs) obtain for **end-users/citizens** the goods and services they want through **Enterprises** of that **Federation**.
- **Enterprises** staffed by **Enterprise Catalysts** (ECs) and other **Enterprise Integrators** (EIs) facilitate the connections between **Direct Support Advocates** (DSAs) and **Suppliers**. This includes training and coordinating of DSAs and provision of enabling technology.
- ECs, EIs, end-users/citizens and DSAs, are all members of the Federation.
- Federations are governed by Federation Catalysts (FCs) and other Federation Integrators (FIs) who provide coordination for up to seven Enterprises engaged in efficiently, effectively and competitively meeting the needs and wants of end-users/citizens through Enterprises and their DSAs.

- Individual end-users/citizens' certification that they are satisfied with the goods and services supplied initiates the release of cash into the Federation for distribution in accordance with prior contracts.

39 Policies covering all aspects of the relationships among the nodes of a Federation are included in Douglas Integrative Governance 247™ (DIG 247) Policies which can be customised for a Federation from DIG 247 Templates.

40 This federated network of “value exchanges” would be a joint venture among independent parties. Each participant in a Federation would be a joint venturer with a simple written Joint Venture Agreement defining their situation. In this regard, ALIVE-Advanced Legal Issues in Virtual Enterprises is of interest. (Please see <http://www.vive-ig.net/projects/alive/index.html> for further information.)

41 Meetings in the network would employ tools such as Dynamic Facilitation Skills. As explained at <http://www.ToBe.net> this involves "Choice-creating" which “...is a *heartfelt*, creative quality of thinking where these non-linear "shifts" and breakthroughs are natural. It is an energy-based process where the "real" issues are identified and solved, and where consensus is normal. Choice-creating is particularly well-suited for addressing and solving 'impossible to solve' problems. Plus it does so in a way that builds trust and celebrates the unique perspectives of each person.” Financial planning, budgeting and activities for any period would incorporate tools such as Intangible Management® which is “the new system of financially valuing, financially recording and scientifically managing time by reference to knowledge, relationships, emotional intelligence and speed- the four key value drivers.” (Please see <http://www.Standardsinstitute.org> for details of software and of the some 800 organisations in 55 countries that are members of the International Intangible Management Standards Institute.) Also, the Federation would use tools such as Decisionality Self-Service Everywhere™ which “empowers the information worker with time-sensitive, optimum decisioning-flows in a way that cannot be avoided, whilst automatically generating the decisioning audit.” (Please see <http://www.decisionality.com/> for details.)

42 With some overlapping, this **IFEDS Model™** may be aligned very broadly with existing organisations as follows:

Individual end-users/citizens – citizens, those served by a civil society organisation, customers of a business;

Federations – executive government, judiciary, legislature, civil society peak bodies, conglomerate businesses;

Enterprises - government agencies, civil society campaigns, businesses;

Direct Support Advocates – elected representatives, members of a civil society organisation, customer relations staff;

Suppliers – providers of goods and services to government departments, civil society organisations, businesses and end-users.

43 “Businesses that operate with a high degree of excellence, but in the transaction model, will continue to have an important role to play in the new networks. In these cases, the internal logic that governs efficient production will have to be subordinated to the necessity of alignment with the individual and thus the distributed imperative.” (“The Support Economy” by Zuboff and Maxmin,

p.379, <http://www.thesupporteconomy.com> .) For instance, a software company could become the Facilitation Enterprise of a Federation, a housing company the Housing Enterprise of a Federation and so on. It would all depend on the motivation and knowledge of the initial Federation Catalysts. Federations would compete to provide direct support for end-users/citizens and their success would be indicated by the extent to which end-users/citizens used this direct support and remained loyal to the Federation.

44 For a long time to come distributed economy organisations will be dealing with managerial economy organisations so DIG 247 policies for Federations, Enterprises and Direct Support Advocates are based on existing laws. Under DIG 247, entities can be whatever is legally permissible. The relationship between entities under DIG 247 policies is one of joint venturers and may be defined in simple contracts because of the trust-based and trust-enabled nature of the policies in the DIG 247 Templates. However, nothing in this description or the Templates constitutes legal advice. Advice from a qualified legal practitioner should be sought before adopting DIG 247.

DIG 247 in Practice

45 Applying DIG 247 in practice begins in the same way whether it is a social entrepreneur, a single business person starting out, a large corporation, a public servant planning the implementation of a government program or an activist in a civil society organisation. Each person involved simply acquires the NEW Integrative Thinking™ (NEW IT) and Douglas Integrative Governance 247™ (DIG 247) training modules and templates and works their way through them.

46 The NEW IT Modules are designed for self-learning and take the learner in easy steps through the strategic and tactical planning, action, review and evaluation stages of an Integrative Problem Solving™ process that is applicable in any context. A problem is simply defined as the difference between what one has and what one wants in any context. Accordingly, problem solving and planning is simply the process of negotiating the change from what one has to what one wants. Changing to good governance is no exception.

47 After completing this Integrative Problem Solving™ stage the people involved are ready to establish governance policies for whatever type of organisation they have decided upon as being most appropriate to the circumstances – Direct Support Advocates Team, Enterprise, Federation, Supplier – or all four. For instance, a rural development project might start with just two Direct Support Advocates as Catalysts. Nevertheless, it would start out with governance policies based on the DIG 247 Templates and build connections, relationships and interactions following the IFEDS Model™. Similarly, a civil society activist group might start with two or three advocates in the equivalent of a Direct Support Advocates Team and as new issues arose foster the development of similar small groups - one for each issue – that would remain connected with the first group. In this way a Federation would start to develop.

48 On the other hand, a large existing corporation might start by setting up the framework of a Federation with other corporations as Enterprises and Suppliers and existing local end-user/citizen focussed people who could be trained as Direct Support Advocates. Similarly, a government program might be implemented from the outset by a Federation with Enterprises and Direct Support Advocates Teams in local areas.

49 In all these instances and depending on their qualifications, Direct Support Advocates, Enterprises and Suppliers could be providing their services for more than one Federation.

50 Throughout the process of Integrative Problem Solving™ using NEW IT Modules and the

writing and review of Integrative Governance™ Policies using DIG 247 Modules, any new and appropriate enablement tools would be integrated with those mentioned in this description.

DIG 247 and Carver Policy Governance®

“Policy Governance® is an integrated set of concepts and principles that describes the job of any governing board.”

“Unlike most solutions to the challenge of board leadership, its approach to the design of the governance role is neither structural nor piecemeal, but is comprehensively theory based. The model covers all legitimate intentions of corporate governance codes (including Sarbanes-Oxley), but in a far more comprehensive, theory-based manner.”

From <http://www.carvergovernance.com/> 2006.

51 Templates of Douglas Integrative Governance 247™ (DIG 247) Policies for Federations, for Enterprises and for Direct Support Advocates Teams (DSATs) are available from <http://www.integrative-thinking.com> . They greatly simplify and reduce the cost of preparing governance policies for new or existing organisations. They can be adapted for Suppliers as they follow a common pattern. They owe much to the Carver Policy Governance® Model at <http://www.carvergovernance.com> and my experience with it and other models in government, civil society and business organisations in the managerial economy. Some Carver principles are equally applicable in both economies and since both will exist in tandem for many years I strongly recommend people gain an understanding of Carver Policy Governance® before using these templates.

SECTION III: INTEGRATIVE IMPROVEMENT INSTITUTES™ PROJECT

“Perhaps the strongest theme to emerge from the sessions was the power of peer-to-peer relationships to build capacity through coaching, training, communities of practice, networks, peer reviews, benchmarking, and self-regulating schemes for professional education and certification.”
Report on World Bank Institute's *“Focus on Rethinking Organizations: Capacity Day 2006”*

52 This project directly addresses the challenges we face in a novel self-funding way. It is designed to improve the well-being of people and their physical, social and cultural environments through low-cost adaptive diffusion, refinement and implementation of a unique “development from below” Integrative Improvement™ (II) approach for **achieving sustainable development**.

53 As explained in Section II, Integrative Improvement™ emphasises dynamic connections, relationships and interactions in line with our current scientific understanding of the world as tending to be self-organising with human beings whose minds are naturally integrative. II improves in a balanced, integrative and sustainable way the lives people already have. II uses Integrative Governance™ enabled by human and machine-based technology in all organisations. II progress is measured by indicators of well-being such as The Australia Institute’s Genuine Progress Indicator (GPI). II can be initiated by training all involved to apply NEW Integrative Thinking™ (NEW IT), Douglas Integrative Governance 247™ (DIG 247) **and their relevant complementary tools for achieving sustainable development**.

54 The project is at the stage of seeking people and institutions that would like to advance Integrative Improvement™ in the world. In line with the adaptive tendency inherent in the Integrative Improvement™ approach, the current draft plan is designed to adapt as other catalysts join as one of a maximum of seven founding members of the Federation Integrators Team of the first Integrative Federation™ (IF) or in other roles as the project evolves. Alternatively, start-up or

existing business, government and civil society organisations may like to apply the Integrative Improvement™ approach in their own organisations now.

55 The current draft project plan is as follows:-

Aim:- Improve the well-being of people and their environments through low-cost diffusion, refinement and implementation of the Integrative Improvement™ (II) approach for **achieving sustainable development**.

Strategy:- Establish an adaptive networked Integrative Federation™ (IF) of largely virtual Integrative Improvement Institutes™ (IIIs)) in a number of countries using the training modules and templates at <http://www.integrative-thinking.com> and their complementary tools for achieving sustainable development.

Outline plan:- Have one IF website for teaching, research and consulting in Integrative Improvement™ with a page for each Institute, for each tool and for research related to Integrative Thinking™, Integrative Governance™, Integrative Improvement™, Integrative Capitalism™ and Integrative Democracy™. A catalyst in each of 7 countries would attract and train 7 people to be the IIIs Integrators Team (IIIsIT) in their country. Each Institute would attract, train and license 7 people with experience in 7 industries to provide personal contact in 7 local areas to further diffuse Integrative Improvement™ and, for a fee, train successive groups of 7 people from government, business and civil society organisations based on material on the IF website. These trained people would implement Integrative Improvement™ in start-up and existing organisations and help in the further diffusion, refinement and implementation of Integrative Improvement™ in line with the model outlined here.

Tactics:- Sense and respond adaptively to other catalysts and end-users/citizens as the Integrative Improvement Institutes™ “virus” spreads.

56 Other relevant project information is as follows:-

Catalysts:- A provisional list (this and the whole project is designed to adapt as catalysts join) of the sort of catalysts needed is: a) people from a range of countries and practical settings; b) people committed enough to obtain all the modules and learn about the processes; (Money raised goes to advance the Project.) c) people with institutional bases that would lift credibility and lower overheads; d) web builder and webmaster to provide and maintain the virtual presence of the Federation and its Institutes as per the outline plan; e) facilitator for meetings - mostly virtual; f) executive secretary; g) people to seek content for and coordinate the pages on the website under the headings "Institutes", "Tools" and "Research". Overall, fields, interests and skills will need to cover Planning, People; Market; Product; Money; Physical, Social and Cultural Environment – the Elements of the SOARA Process of Integrative Thinking™ .

Affordability:- The basic modules offered at www.integrative-thinking.com may be purchased and learned one at a time so they should be affordable by even the smallest and poorest organisation. However, if even the existing low prices are not affordable one copy of each module and template can be provided at whatever price an organisation certifies it can afford. Special arrangements can be made if multiple copies are required so all involved in the organisation can learn the processes and thereby acquire a common basis for communication - essential for success in any relationship or organisation. Each organisation is invited to suggest the financial arrangement that would suit it best.

Time:- The material is in easily digested small "bites" with a page at the end of each group of "bites" on which the learner records reflections and possible actions. In this way busy people can

keep track of their learning. Moreover they can retain what they have learned because there are aids to memory and revision sections built-in.

Practicality:- The material is designed to be learned by each learner applying it to a problem of their own so each needs a copy of all the material to retain and refer to in future. It is designed to be accessible to people whose frontal lobes are more or less developed (mid-teens onwards) but the concepts could be taught to young children too.

Applicability:- Everyone needs to negotiate changes from what they have to what they want. This is what learning the SOARA Process of Integrative Thinking™ teaches quickly, economically and permanently. Every organisation needs good governance policies. DIG 247 templates help organisations produce them quickly, economically and permanently. The potential market for a licensee would be huge as the material is applicable outside formal education channels and to people in the existing economy.

Joint venture basis:- Joint venture agreements are used to record contractual arrangements between all parties.

SECTION IV: BENEFITS OF INTEGRATIVE IMPROVEMENT™

“...strengthening organizations is perhaps the most important challenge facing developing countries and aid donors.”

World Bank Institute Report on *“Focus on Rethinking Organizations: Capacity Day 2006”*.

57 These benefits are perhaps most readily explained by considering some broad questions and answers about the practical implications of the Integrative Improvement™ approach and its linkages to Integrative Capitalism™, Integrative Democracy™, sustainability and peace.

58 **Why would adopting the Integrative Improvement™ approach benefit existing or start-up businesses?**

a) **Planning, production, marketing and distribution costs would be reduced** because demand based on meeting the rapidly changing needs and wants of end-users would be known accurately before planning, production, marketing and distribution of goods and services took place and customer satisfaction would be monitored quickly, accurately and automatically.

b) **Competitiveness and revenues of existing and start-up businesses would improve** because end-users would have their demands satisfied well. This would encourage repeat business, increased numbers of customers for existing businesses and the growth of new businesses stimulated by seeing the success of those following the Integrative Improvement™ model.

c) **Good governance in businesses**, based on stakeholder engagement, trust, accountability, responsible behaviour and transparency at all times in all organisations involved, **would counter the current tendency to poor governance in government that adds to business costs**. There would be less need for regulation and embedded tools such as Decisionality would help ensure compliance so there would be fewer opportunities for delays and corruption.

d) Adopting Integrative Improvement™ would **address the main concerns expressed in the following extract from “Regional perspectives on 'Sustainable Livelihoods and Business'”** on the website of the World Business Council for Sustainable Development at <http://www.wbcsd.org> .

“The highlights from these regional dialogues are summarized in this brief report. They have been organized around the analytical framework presented in “Doing business with the poor: a field

guide", which looks at SL [Sustainable Livelihoods] business models through the lens of 13 basic business questions. The questions that generated most discussion and input from participants were:

- *What are the motivations to doing business with the poor and how do we operate a mindset shift inside the company?*
- *Do we understand the real needs of the market and do we have the right product to offer?*
- *How do we finance the investment, ensure that our product / service is affordable and that payments are collected?*
- *How can we improve our supply chain?*
- *How can we replicate or scale up successful business models?*
- *How can we reach our customers? "*

e) **It would help improve group dynamics** such as those highlighted in the following determinants of successful Thematic Groups (TGs) identified by the World Bank at http://info.worldbank.org/etools/WBIKO/TGtoolkit/07_succ-b.htm :-

- *“Integrate the work of TGs with core business processes so that participating in a TG becomes a part of everyone's daily work and not an add-on*
- *Build on existing informal networks so that the laborious work of creating something from nothing can be avoided*
- *Recruit and nurture the “right” community leaders because without them, the TG will not exist*
- *Balance creativity and accountability by not linking the TG too strongly to the bureaucratic structure, but also building in important checks-and-balances so that the TG needs to continue to demonstrate its value”.*

59 How would adopting the Integrative Improvement™ approach help ensure that the type of development promoted is appropriate for poor communities?

a) The end-users/citizens of these poor communities would learn how to negotiate the change from what they have to what they want and build and govern their organisations in a way that **quickly and inexpensively formulates and communicates their demand for goods and services to potential suppliers.**

b) Among these goods and services would be the **public goods** such as basic health services, justice and security that their governments could be in the best position to supply. The Integrative Improvement™ approach would help poor communities engage more effectively to achieve these public goods.

c) Businesses from within or without the poor communities would operate with **good governance** from the outset and therefore be well-attuned to meeting the changing needs and wants of those and other communities.

d) By measuring **improvements in well-being** rather than improvements in GDP, progress towards meeting the priority needs and wants of end-users would be clearly apparent.

60 How would adopting the Integrative Improvement™ approach help ensure better governance in business, government and civil society organisations?

a) All involved would be trained in NEW IT so all in an organisation would have **a common basis for communication – fundamental for success in any enterprise.**

b) What constitutes good governance is addressed directly in templates that are used for preparing governance policies common to all organisations so **organisations would have a common basis for communication with other organisations – another basis for success in any enterprise.**

c) **Tools to ensure compliance with these policies are embedded in the policies.**

d) By measuring **improvements in well-being** rather than improvements in GDP, progress towards meeting the priority needs and wants of end-users would be clearly apparent.

61 How would adopting the Integrative Improvement™ approach lead to Integrative Capitalism™?

a) Capitalism has many definitions but its main features are a free market for goods and services, private ownership and control of the means of production, distribution and exchange of goods and services except for public goods and services which are provided by governments or in conjunction with governments. (At present, capitalism is distinguished by a tendency for people to regard our world as a world of parts that have to be managed into a stable state and from one stable state to another by managers who are trained to think unintegratively rather than integratively – the way nature, our brains, bodies and minds tend to function.)

b) Integrative Capitalism™ retains these main features but enhances their operation by treating people and our physical, social and cultural environments as a complex whole.

c) **Adopting Integrative Improvement™ would improve the operation of the market by clarifying demand quickly and accurately and by improving governance of organisations to meet that demand.**

62 The Integrative Improvement Institutes™ Project in China?

a) Recently, Professor Lu Tong, a leading authority on corporate governance in China and a director of the Chinese Center for Corporate Governance of the Institute of World Economics and Politics at the Chinese Academy of Social Sciences, addressed the Lowy Institute in Australia on the subject “How good is corporate governance in China?” .

b) In her address she outlined the challenges China faces with corporate governance. These include: the limited role of stakeholders, the restricted ownership structure, the need for independent directors, the need for improvements by regulators, the need for market pressure to demand better governance and the need to improve social responsibility. To these could be added the urgent sustainability challenges shared by all countries.

c) **Given the range and scope of these challenges and the strong traditional bases of Chinese education, culture and society, the novel “development from below” Integrative Improvement Institutes™ Project may be worth considering as a way to integrate old and new approaches to achieving sustainable development in China.**

63 How does the Integrative Improvement™ approach relate to the Sustainable Local Enterprise Network (SLEN) model?

a) The MIT Sloan Management Review at <http://sloanreview.mit.edu/smr/issue/2005/fall/09/> describes “Creating Sustainable Local Enterprise Networks” by David Wheeler, Kevin McKague, Jane Thomson, Rachel Davies, Jacqueline Medalye and Marina Prada as follows:-

“By analyzing 50 cases of successful sustainable enterprise in developing countries, the authors developed a conceptual framework they call the Sustainable Local Enterprise Network model. Analysis of the 50 cases revealed that examples of successful sustainable enterprise in developing countries often involve informal networks that include businesses, not-for-profit organizations, local communities and other actors. These networks can lead to virtuous cycles of reinvestment in an area’s financial, social, human and ecological capital. Successful SLENs, the authors found, require at least one business enterprise to ensure the network’s financial sustainability and serve as its anchor; however, that anchor role may be played by a cooperative or a profitable social enterprise launched by a non-governmental organization. While multinational corporations were sometimes part of the SLENs studied, entrepreneurs, nonprofits and sustainable local businesses were more common.

Using a number of examples from their research, the authors describe how SLENs operate. Examples include networks involving Honey Care Africa Ltd., a honey company based in Nairobi, Kenya, which aims to promote rural development through beekeeping, and Grameen Shakti, which sells solar energy systems for homes in Bangladesh. The authors conclude with recommendations for fostering the development of SLENs, such as setting up training programs in sustainable entrepreneurship in developing countries.”

b) In 2005, David Wheeler, in an interview about the article with World Resources Institute's NextBillion.net at <http://www.nextbillion.net/files/David%20Wheeler%20Interview.pdf> stated: “... most of all we need holistic thinking with all actors supporting integrated long term investments in all asset classes.” He stressed “The empirical support for the model is substantive.” He also stated “...we are only scratching the surface of the true potential for what the UN has termed the 'Unleashing Entrepreneurship' agenda.”

c) With its emphasis on entrepreneurship, Integrative Thinking™ and Integrative Governance™, the Integrative Improvement™ approach seems compatible with the SLEN model and the Integrative Improvement Institutes™ Project could be a suitable way for facilitating its spread.

64 How would joining the Integrative Improvement Institutes™ Project lead to Integrative Democracy™, sustainability and peace?

a) The integrative structure of the Integrative Improvement Institutes™ Project and the tools embedded in the Integrative Improvement™ approach would help achieve individual and organisational integrity, stakeholder engagement, trust, responsible behaviour, accountability and transparency so the need for regulation and government intervention would be diminished.

b) The voice of civil society and businesses would be clearer and more structured so governments would be better informed and better able to integrate the views of all in their decision-making and actions.

c) All would have a common basis for communication – the essential ingredient for any successful enterprise including democracy, sustainability and peace.

d) These three advances would provide the basis for Integrative Democracy™ .

e) Gross inequality of human well-being is unsustainable – it can lead to wars, unfulfilled lives, preventable illness and premature death. Just **improving environmental sustainability is**

unsustainable – it only delays the destruction of our world. To attain a peaceful and sustainable world we will need to **achieve** environmental sustainability and **greatly reduce** inequality of human well-being so each person's life is sustainable. This is practicable if we refine capitalism in the light of our recently much improved scientific understanding of the human mind and of our complex world. The Integrative Improvement Institutes™ Project offers a self-funding way to begin to do this and help accelerate a move towards Integrative Democracy™, sustainability and peace.

APPENDIX TO ACHIEVING SUSTAINABLE DEVELOPMENT: THE INTEGRATIVE IMPROVEMENT INSTITUTES™ PROJECT by Graham Douglas

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