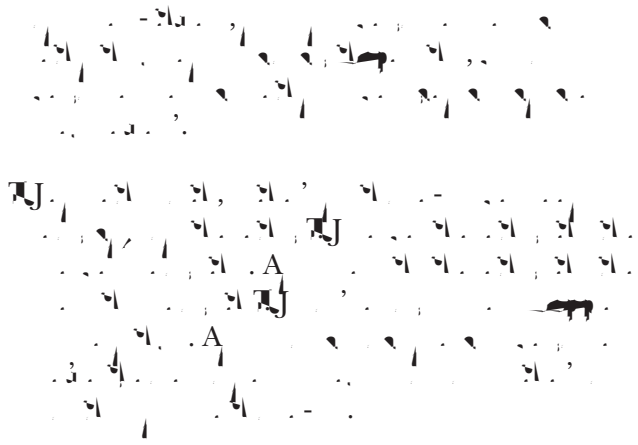




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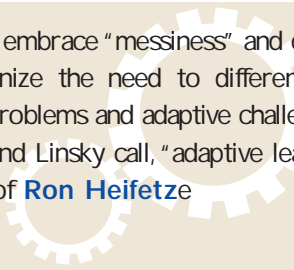




In your book, you uncover four steps in the process of thinking and deciding. The first, which you call 'salience' revolves around the question 'what are the things that matter' in any given situation. How would an integrative thinker approach this step?

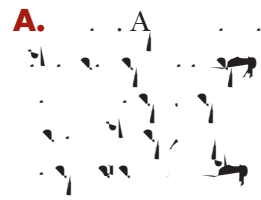
A. He would first identify the key elements of the situation, then he would consider the interests of all parties involved, and finally he would seek to find a solution that satisfies all parties.

Integrative thinkers embrace “messiness” and complexity. They recognize the need to differentiate between technical problems and adaptive challenges and, what Heifetz and Linsky call, “adaptive leadership”. See a video of [Ron Heifetz](#)

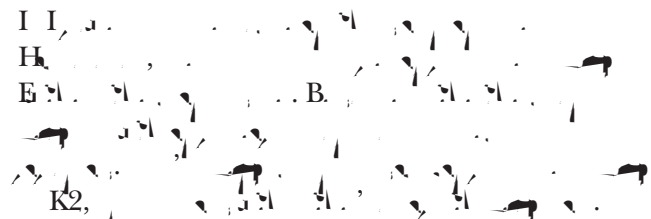
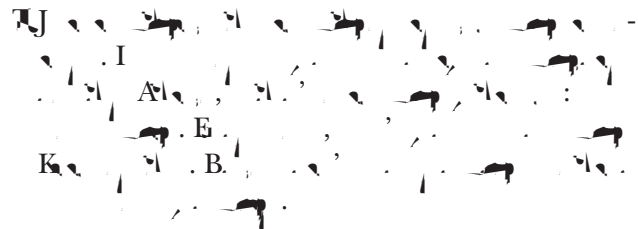
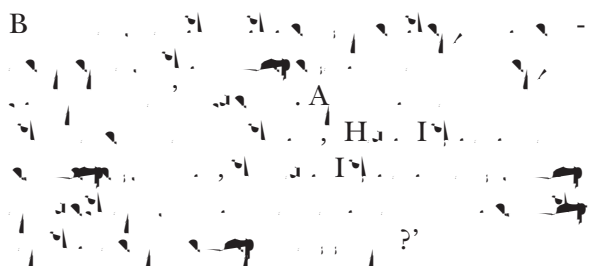


In the third step, called ‘architecture’, you talk about how to approach working through the problem, and deciding what tasks to undertake in what order.

“...the key... lies in keeping the whole in mind while working on the individual parts.”



The second step in the process, which you call ‘causality’ has to do with identifying the relationships between salient factors.



1. *Handwritten musical notation on a staff.*

A. *Handwritten musical notation on a staff.*

A. M. J., B. J. J., C. J. J., D. J. J., E. J. J., F. J. J., G. J. J., H. J. J., I. J. J., J. J. J., K. J. J., L. J. J., M. J. J., N. J. J., O. J. J., P. J. J., Q. J. J., R. J. J., S. J. J., T. J. J., U. J. J., V. J. J., W. J. J., X. J. J., Y. J. J., Z. J. J.

Figure 200. A. J. J., B. J. J., C. J. J., D. J. J., E. J. J., F. J. J., G. J. J., H. J. J., I. J. J., J. J. J., K. J. J., L. J. J., M. J. J., N. J. J., O. J. J., P. J. J., Q. J. J., R. J. J., S. J. J., T. J. J., U. J. J., V. J. J., W. J. J., X. J. J., Y. J. J., Z. J. J.

Figure 200. A. J. J., B. J. J., C. J. J., D. J. J., E. J. J., F. J. J., G. J. J., H. J. J., I. J. J., J. J. J., K. J. J., L. J. J., M. J. J., N. J. J., O. J. J., P. J. J., Q. J. J., R. J. J., S. J. J., T. J. J., U. J. J., V. J. J., W. J. J., X. J. J., Y. J. J., Z. J. J.