Drawing on the Integral Model developed by Ken Wilber (*A Brief History of Everything*, 1996), the diagram presented below shows how a 'Whole System' (such as an organisation or division or department) can be represented by a four quadrant matrix.

The internal dimension is the realm of the mind – the values, beliefs and thoughts that comprise the personality of the individual, and the values and beliefs that comprise the culture of the collective

The external dimension is the realm of the action and behaviour. What is external is the outward manifestation of the internal, and can be readily seen or observed.

Each quadrant is described as:

- **Top Left:** What is going on within the individual, their personal beliefs, attitudes, values, work ethic, personality, etc.
- **Bottom Left:** What is going on within the collective of individuals, the organisation's Culture, encompassing its Strategic Intent, Desired Behaviours, Vision and Values
- **Top Right:** What we can readily observe about the individual, their behaviours, actions and performance
- **Bottom Right:** What actions the collective displays evidenced by the organisation's governance i.e. its structures, business processes & systems, policies & procedures, work practices, etc.
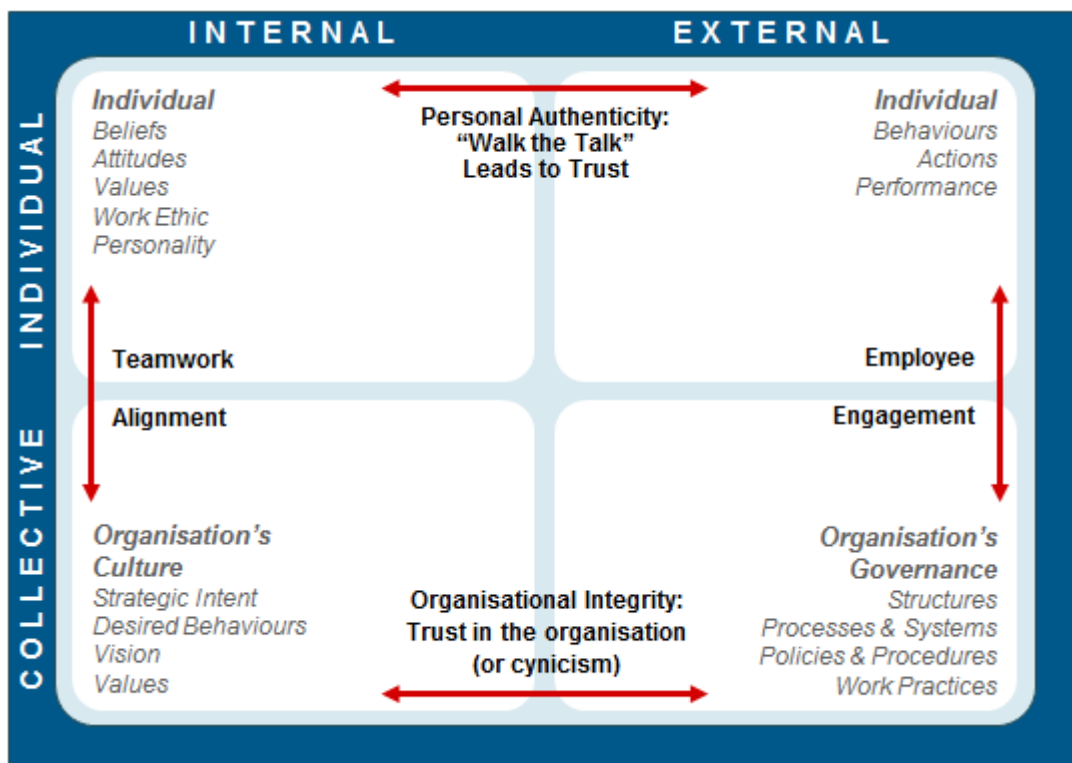
Leadership of the Whole System or Whole System Change requires all quadrants to be aligned and the internal quadrants to embody the desired values and beliefs and the external quadrants to exhibit the desired behaviours and actions. Whole System Change evaluates, develops and aligns all quadrants in a planned and integrated way.

- **Personal Authenticity** is the alignment of an individual's values with their behaviours. A lack of Personal Authenticity occurs when leaders show a lack of personal integrity – when they do not walk their talk. This leads to a lack of trust in the leadership and a lack of commitment by employees to the organisation.

  "If the leadership team is unable to model the behaviours, then there will be no significant change in the organisation"
  (Richard Barrett, *'A Whole System Approach to Cultural Transformation'*, 2005)

  "A shift in the prevailing organisational paradigm does not take place without a corresponding shift in personal paradigms of the senior managers"
  (Dexter Dunphy et al *'In Great Company'*, 2006)

- **Organisational Integrity** is the alignment of a group's culture/values with their behaviours, evidenced in the policies, procedures, governance etc. they put in place. A lack of Organisational Integrity occurs when the group does not live by its stated values. This leads to cynicism and a lack of trust in the systems and structures that support the culture.

- **Teamwork** is the alignment of an individual's values with the collective's values. A lack of Teamwork leads to a lack of coherence, exemplified by fragmentation and separation. Self-interest takes precedence over the common good.

- **Engagement** is the alignment of individuals' behaviours with the collectives' stated purpose, as evidenced in its policies, procedures, governance etc. A lack of Engagement leads to a lack of focus and fragmented intention.

All four relationships must change in the same direction for a group to experience a shift in consciousness (Whole System change). When all four relationships change in the same direction, the group finds a new level of internal stability and external equilibrium at a higher level of consciousness.

Whole System change in an organisation is achieved through a combination of elements including diagnostics, tailored development workshops, programs that focus on self-awareness, behavioural authenticity and group cohesion and by making changes to the organisation's policies, systems, procedures and structures of governance so they reflect the values and behaviours of the desired new level of consciousness.