



Integrated Management of our Neighbourhood

Dr. Steve Maguire

McGill Management Forum Annual Conference, 2013 02 21



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Why did I accept this gig?

- **Respect**
- **Integration**
- **Can anyone say “no” to Fran Ezzy-Jorgensen?**

What are my objectives for today?

- **Introduce the concept of “integrated management”**
- **Provide for you an opportunity to reflect upon the concept’s significance for you, through an *appreciative inquiry* into your unit’s as well as McGill’s activities and future potential**
- **Facilitate a richer understanding of your neighbours and our shared McGill neighbourhood**

Agenda

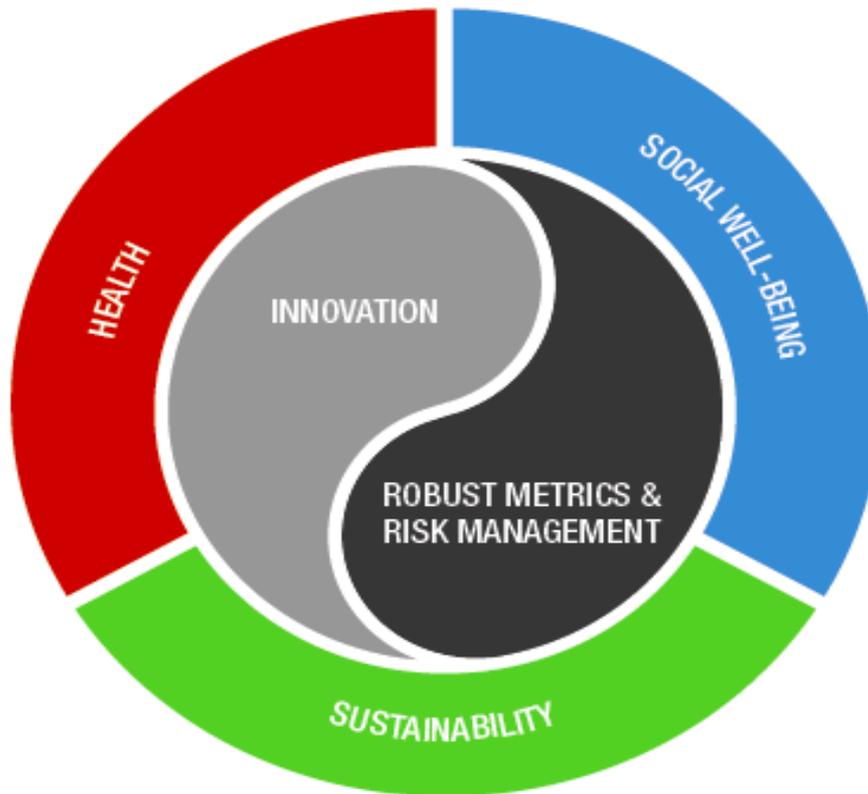
- **What is the Marcel Desautels Institute for Integrated Management (MDIIM)?**
- **What is integrated management?**
- **What might integrated management look like in your unit and other parts of the McGill neighbourhood?**
 - A (quick) *appreciative* inquiry.
 - Exercise 1 (as a table)
 - Exercise 2 (as an individual)
 - Exercise 3 (as a table, then reporting back to the forum)
- **Wrap up**

What is the Marcel Desautels Institute for Integrated Management?

MDIIM

- **The Marcel Desautels Institute for Integrated Management (MDIIM) was inaugurated in 2008 with a generous gift from the benefactor for which it is named.**
- **Dr. Steve Maguire was appointed as its first Director in August 2011.**
- **The MDIIM's mandate is to develop an integrated approach to management – one that breaks down disciplinary boundaries, embraces multiple perspectives and encourages holistic thinking about organizations.**

MDIIM's Thematic Priorities



MARCEL DESAUTELS INSTITUTE FOR INTEGRATED MANAGEMENT (MDIIM) THEMATIC PRIORITIES

- VALUES TO BE INTEGRATED WITH ECONOMIC VALUE
- HEALTH
- SOCIAL WELL-BEING
- SUSTAINABILITY
- VALUE(S) CREATION
- VALUE(S) PROTECTION

What is integrated management?

What is Management?

“The purpose of an organization is to enable ordinary people to do extraordinary things.” Peter Drucker

“Management is not about controlling people but about facilitating human collaboration.” Henry Mintzberg

Collaboration involves
reconciling different perspectives and values.

What is Integration?

It runs **counter** to the **premise** of the **MDIIM** to **assert** a **single 'correct' definition** of integration or integrated management.

Indeed, integration is a concept that is most **usefully viewed** from **multiple perspectives**.



Articulating Integrated Management

Different conceptions of “integration” sensitize us to different yet important aspects of management.

Dual meaning of “to integrate”

Combine parts into
coherent whole

Be combined, as a
part, into a
coherent whole

Insights from “integrated bargaining”

Engage in
collaborative
problem-solving
and value creation

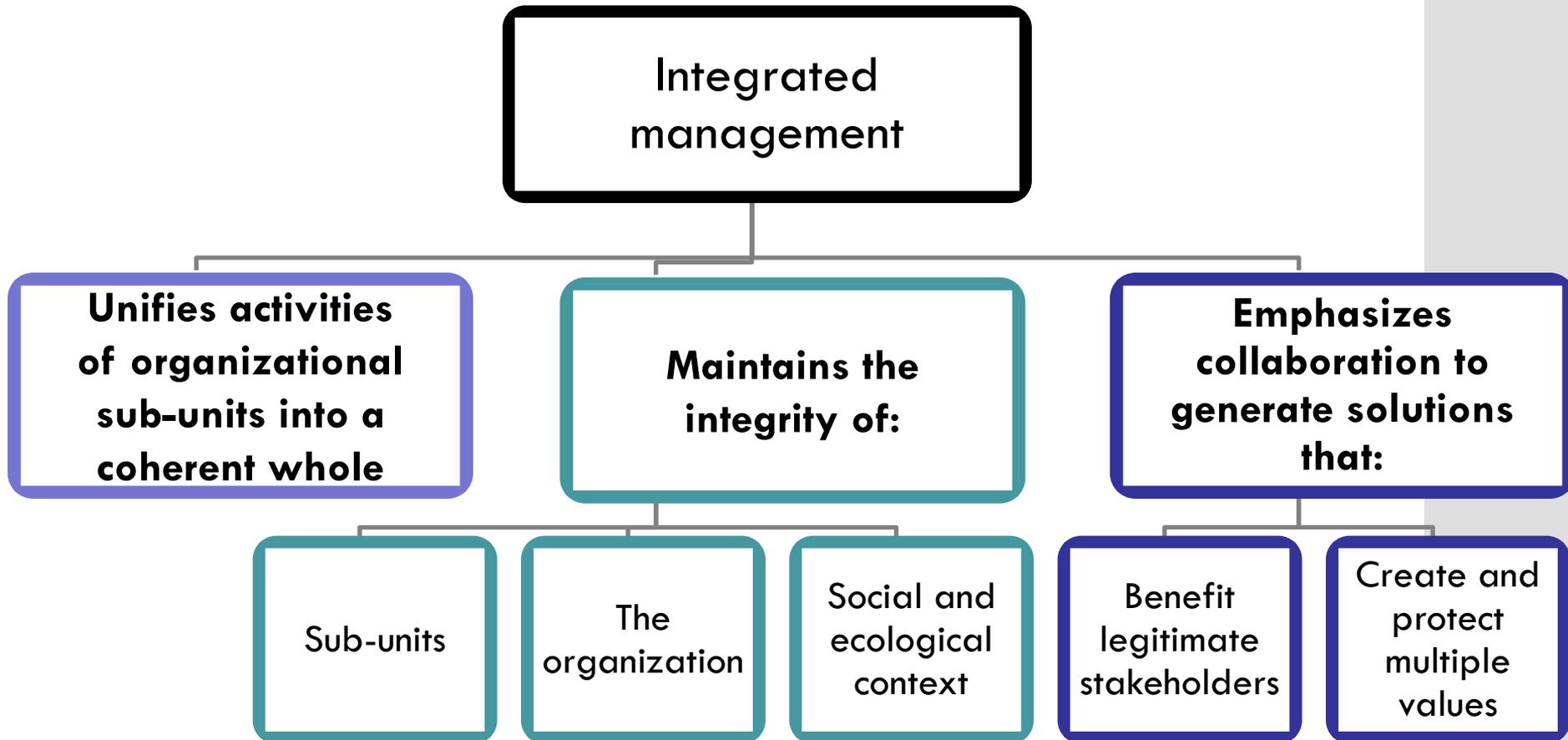
Develop innovative
win-win solutions

Insights from “integrated” approaches to ecosystems, diseases

Use knowledge
and tools derived
from diverse
perspectives

Achieve balance
with respect to
multiple values

Integrated Management



Integrated Management

“Integrated management is management that constructively faces the tensions of different perspectives on value in order to implement strategies that transcend rather than accept trade-offs.”

Steve Maguire

Integrated Management

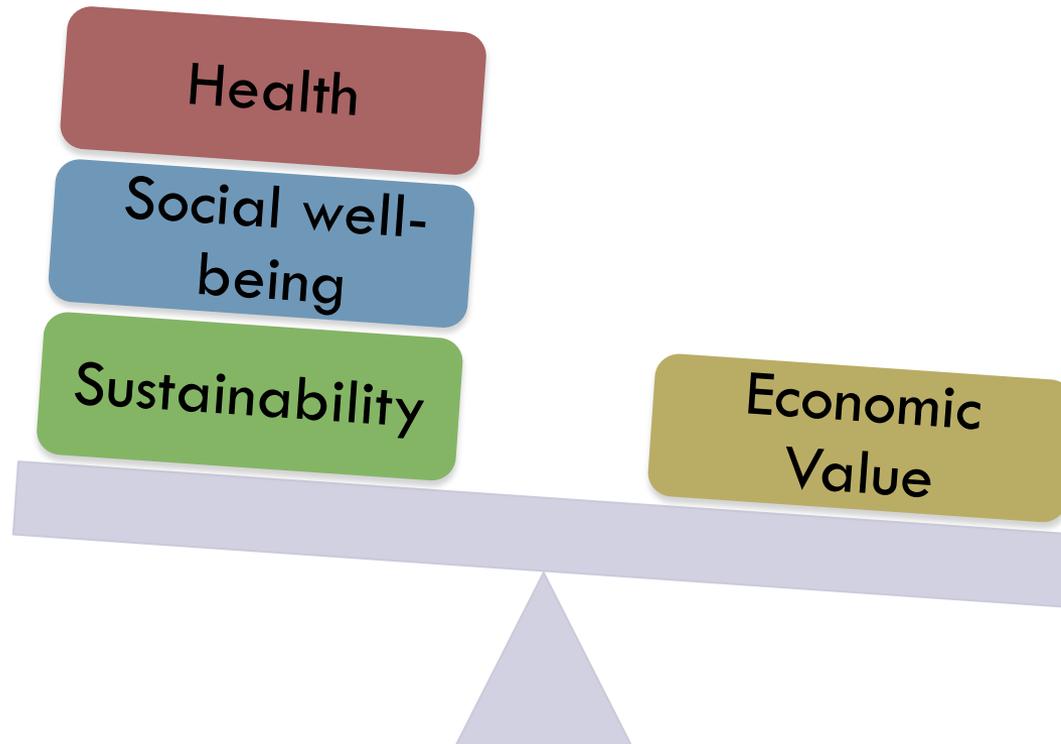
Two constitutive activities

Value(s) creation through innovation.

Value(s) protection through robust metrics and risk management.

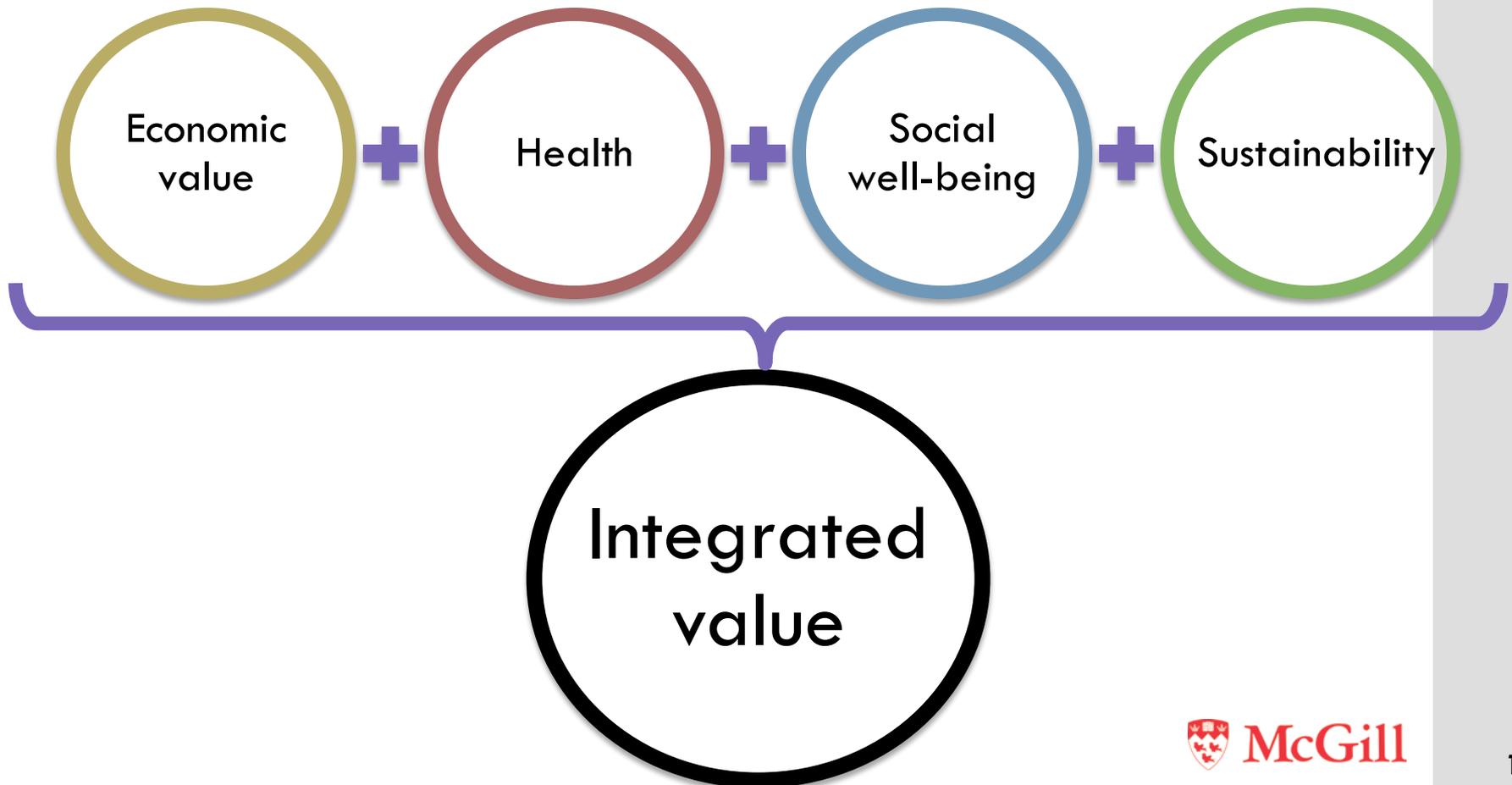
Integrated Management

Business as Usual

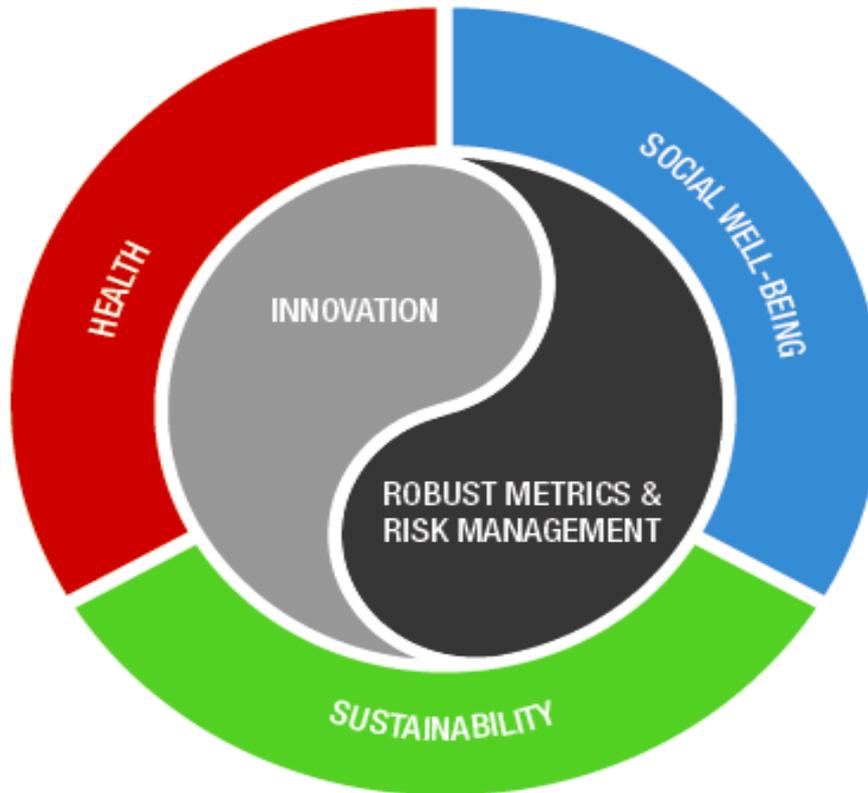


Integrated Management

Beyond Business as Usual



MDIIM's Thematic Priorities



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**What might integrated
management look like in your unit
and other parts of the McGill
neighbourhood?**

Integrating perspectives on value

- **At each of your tables is a deck of 40 different values (or ‘objectives’ or ‘desired outcomes’) currently being used at McGill to guide decision making and resource allocation, culled from various McGill strategy documents**
 - ASAP (Achieving Strategic Academic Priorities)
 - SRP (Strategic Research Plan)
 - PTFDECE (Principal’s Task Force on Diversity, Excellence & Community Engagement)
 - Vision 2020 (Sustainability Vision & Action Plan)

Your first exercise (as a group)

- **Cluster the values in any way that makes sense to you, being sure to reduce the overall set from 40 to some number between 3 and 7.**
- **Attach meaningful labels to each of the clusters you produce – labels that capture the core theme uniting the values you have brought together**
 - You can recycle a concept from the original set of 40
 - You can invent a new overarching concept
- **Be sure that each new label is articulated as a *value* (or objective, or desired outcome) that can guide decision making**

Your second exercise (as an individual)

- 1) Reflect upon (by which I also mean *please* take some notes about), in an appreciative way, those successful initiatives, activities, projects or programs in which your unit is (or has been) involved and which are moving (or moved) McGill simultaneously towards >1 (or even all) of the values generated at your table.
 - What distinguishes these initiatives? What does their success say about your strengths? Who was involved? Where did they originate? How were they developed and implemented? Etc.
- 2) Reflect upon instances when the different values generated at your table are (or have been) in conflict or difficult to reconcile.
 - What *positive* lessons or insights can be drawn from (1) which are potentially transferable to these value dilemmas?

Your third exercise (as a group)

- **Share your successes, insights and lessons with the others at your table.**
- **Note common themes, points of convergence.**
- **Report back to the entire forum.**

Wrap up.

Final words

- **Different organizational stakeholders will have different, valid perspectives on value, and sometimes difficult trade-offs do exist.**
- **But this does not mean that these trade-offs cannot be transcended; and they certainly should not be assumed.**
- **Only by explicitly attending to and working towards multiple values can we realize them.**
- **By *appreciating* the multiple values towards which we strive, as well as the best in yourself, your unit and other units in the McGill neighbourhood, and by collaborating across the boundaries and silos which sometimes divide us, we can achieve integration.**

Final words

“There are incredible strengths in human resources at our institution ranging from exemplary students, to superlative faculty, and their achievements are possible thanks to the efforts of an extraordinarily talented administrative and support staff.” (McGill ASAP, 2012)

By building on our strengths, together, we can navigate what promise to be challenging times ahead, through integrated management of our wonderful McGill **neighbourhood**