



## **Integrated Management Definition**

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Integrated Management Special Interest Group

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integrate or disintegrate

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## 1 Introduction

The IQA Integrated Management Special Interest Group was established to assist IQA and other interested parties and organisations wishing to adopt and implement integrated management. In achieving these objectives there is a need for the IMSIG to clearly define what integrated management is so that it may be understood by all of the interested parties and form a basis for its periodic review.

## 2 Formal definition of integrated management

The IMSIG have adopted the following formal definition of integrated management taking account of the characteristics listed in section 4 and feedback from an IMSIG presentation to the IQA PPB on 15 May 2003.

*Integrated Management is the understanding and effective direction of every aspect of an organisation so that the needs and expectations of all stakeholders are equitably satisfied by the best use of all resources.*

The definition is critically dependent on the understanding of the words “direction”, “stakeholders” and “equitably”. These should be interpreted as follows:

**Direction** implies control and guidance, as appropriate to the needs of the organisation, and does not preclude empowerment to any part of the organisation.

**Stakeholders** includes all those who can be affected by the organisation’s activities, products, services other aspect of the operation of the organisation. Some stakeholders may have a direct interest in the success of the organisation while others may be negatively impacted by its success such as a competitor.

**Equitably** implies that the stakeholder needs and expectations are balanced in a fair way. Ideally a win-win outcome will be achieved between stakeholders. Where only a win-lose outcome is achievable this will be fair as perceived by the stakeholders overall.

## 3 Definition Stakeholders

The following principal stakeholders have been identified as having an interest in the definition of integrated management:

- IMSIG and other IQA members;
- Researchers, trainers;
- Bodies compiling standards, codes and regulations;
- All those with management responsibilities within organisations;

- Media organisations, publishers and authors;
- Government exercising its influence through statutes and regulations.

## 4 Principal characteristics of integrated management

Integrated management is thought to have the following characteristics that may influence the adopted formal definition in section 2.

- May be applied to any type or size of organisation (commercial, government, regulatory etc);
- Be holistic. The Oxford illustrated dictionary describes holistic as the tendency in nature to produce wholes (bodies or organisms) from ordered grouping of unit structures. The Mosby's medical nursing and allied health dictionary defines holistic as "of pertaining to the whole; considering all factors. Mosby's also defines holism as "philosophical concept in which an entity is seen as more than the sum of its parts. The Chambers Dictionary defines holism as the theory that the fundamental theory of the universe is the creation of wholes, i.e. complete and self-contained systems from the atom and the cell by evolution to the most complex forms of life and mind; the theory that a complex entity, system, etc, is more than merely the sum of its parts. Holistic is the noun relating to holism.
- Integrated management makes no distinction in its general approach to managing potential loss and potential gain;
- The benefit of integrated management is that it leads to optimal efficiency (economic use of resources) and optimal effectiveness (meets objectives by satisfying the totality of stakeholders needs in an equitable way);
- Inclusive – IM addresses the totality of the organisation and its stakeholders;
- Addresses the totality of stakeholder's needs and aspirations in an equitable way. Because Integrated Management recognises no time, geographical or other types of boundaries, it globally addresses future as well as current stakeholder needs. This naturally leads to sustainability. Thus complete life cycles are addressed such as plant, asset or product lifetime, employee induction, development and retirement, life of an industry etc.;
- Must include every facet of management that may impact stakeholders such as health, safety, environment, ethics etc.
- Value is always that perceived by a consensus of the stakeholders.

- i) Integrated Management requires that all components of an organisation add optimal value both individually and collectively.
- j) Integrated Management recognises that uniformity and diversity must harmoniously co-exist within an organisation. Generic approaches are used only if they add value.
- k) Take an approach embracing:
  - simplicity
  - least action
  - least use of energy
  - efficient and effective use of total resources
- l) Integrated Management addresses all aspects that contribute to an organisation's performance such as the process, management system, culture, knowledge base, top management leadership, stakeholders and human consciousness.
- m) Makes intelligent integrated use of existing and any new fragmented approaches to management such as concepts, models and tools.
- n) Integrated management requires managers to recognise and take into account all significant influences on their organisation (such as the strategic direction of the business, relevant legislation and standards, internal policies and culture, resource requirements and the needs of those who may be affected by any aspect of the organisation's operation or existence).