

INTEGRAL VISION: A NOVEL APPROACH TO IMPROVE THE EFFECTIVENESS OF LEAN CONSTRUCTION THEORY AND PRACTICE

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ABSTRACT

Currently, most of management approaches coming from engineering have been focused on the exterior world, it means, everything that can be see (structures-processes-outcomes). This situation has created a low sustainability of these management approaches and tools, because they forget central aspects of people behavior both in individual and collective domains. Therefore, some efforts to integrate the organization's interior and exterior world have been carried out, with the aim of looking at the organization's interior world (personality-emotionality-values-culture) as a design space coherent with effective management practices focused on the exterior world, as lean construction. This article describes and analyzes the revolutionary theory of *integral vision* proposed by Ken Wilber, as a framework that embraces different insights, theories and practices in such a manner that strengthen the discipline of project management under lean construction perspective. Thus, it can be argued that, if lean construction wants to evolve towards an effective management practice, needs to include some elements of integral vision, in order to make compatible human and technical development inside the organization or project. By doing so, lean construction has to strength research areas related to people, which so far have received little attention.

KEY WORDS

Integral vision, lean construction, lean management, organizations.

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