

# VERTICAL DEVELOPMENT – A LEADERSHIP IMPERATIVE

## Accelerating Individual and Organisational Performance through Vertical Development! GROWING LEADERSHIP MATURITY

### Grow Your Leaders! Grow Your People! Grow Your Impact!

In a world where leadership is under huge pressure to manage increasingly complex worlds, the cultivation of ‘2nd tier strategic thinking’ is core! By growing the meaning-making capacities in leaders to truly engage today’s challenges you gain a critical advantage to your multiple bottom line imperatives!

*“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” - Alvin Toffler*

Many leaders and members of organisations report that they are “IN OVER THEIR HEADS” with overwhelm being the order of the day in a VUCA world. Few leaders realise that by transforming their their own capacities and capabilities for making sense of their worlds they can transform their organisations. **Vertical development** allows leaders to manage the external realities with more skill, greater ease, and higher efficiency!

**The Coaching Centre, through our Integral+ Africa Institute™ and our international partner, The Center for Leadership Maturity™** invites you to engage with leading edge thinking for working with Human Development, Leadership & Learning!

Join us in accelerating pathways for growth and activating leadership through engaging with you and your leadership team/ organisation to the next level!

#### Who should attend?

- Decision-makers
- Leaders
- OD and HR and L & D Specialists
- Coaches & Consultants
- Educationalists



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## **Awaken Your Organisation! Transform your Leadership! Be Impact!**

The Leadership Maturity Framework (LMF) is based on the most **in-depth research** done with leaders from all over the world. It shows how leaders make ever increasing sense of complexity through the different stages that they go through. Harvard graduate and world thought leader, Dr Susanne Cook-Greuter, engaged this research to predict the action-logic used by leaders through each stage by applying the Maturity Assessment Profile™ which offers invaluable information to any leader about their ability to make sense of complexity, and their potential for growing this ability. You may be asking yourself the following questions:

Are you thinking optimally for the task at hand?

Are you able to transform the way you think and do things?

Do you and/or your colleagues feel overwhelmed?

Do you truly know how to tap into your people's meaning-making systems to get the best from them?

Are you, and/or your organisation shifting your habits of mind to get new outcomes and transform your company?

## **THE LEADERSHIP MATURITY FRAMEWORK (LMF) AT A GLANCE:**

**The LMF looks at how we make meaning through nine stages of vertical development in our adult life.** Every human being goes through a number of stages of maturation, first in early life, and then again in their adult years! **Each stage determines how individuals** use their logic to function in the workplace; how they interact with others, and how they solve ever increasingly complex problems and deal with adversity. The larger the scope of the task, job or role, the more capacity is needed to deal with the 'wicked' problems arising in their context. When combined with having to work with, and lead through, a range of complexities and diversity in others; direct multi-diverse and complex initiatives; and also engage the multiple levels and ranges of ability available to get the job done; the question arises: are you cultivating and making the most of your own capacities and potencies?

The **LMF predicts how individuals engage** with these problems through increasing levels of complexity to ultimately manage the many polarities that form part of the leadership landscape. The first stage is rarely seen in leadership. At the **second stage**, opportunism, might is right, and egocentricity and control are the key drivers, and there is constant fire-fighting. This type of management is not sustainable.



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The **next stage** focuses on the group and/or team/tribe/group identity and fitting in – often no matter what the cost! Conflict management is avoided for the sake of the group. This may be appropriate for junior positions of leadership but not for the higher levels.

What follows is the **stage of expertise** and knowledge or technical competence (38%). The watertight approach of leaders at this stage is great for continuous improvement and efficiency. Often this stage of leadership uses what is known as the ‘my-way or the highway’ type leadership! While this stage values excellence in their knowledge base, this is not so effective in leading people.

The next stage of leadership (30%) is truly where **more complex and integrated** understanding of multiple contexts take place and it’s at this stage that a leader is really open to feedback and to driving initiatives and teams. It is only at this stage that leaders begin to draw on the capacities of the earlier stages to include and move beyond them. In the earlier stages – the leader’s range of complexity thinking is limited to short-term and immediate concerns.

However, it is only at the next stage, the **relative stage** (10%) that leaders can truly put personalities and ways of relating into perspective so as to communicate well with people. Longer-term horizons appear and leaders at this stage recognise the importance of rules but don’t always follow them absolutely; they understand the difference between principles and actions, and these leaders can break convention while executing with wise action.

The world however is so fast moving with economies and conditions in constant flux that leaders **HAVE TO LEARN TO SEE BEYOND THIS**. Issues may be local but impact is global. What is needed more of, in today’s organisations where the complexity levels, and stakes are so high, are the capacities of the **next stage** which sees leaders able to focus on **second-order organisational transformations**. At this stage, leaders recognise and manage resistance to change, and they see organisational and social change is an interactive developmental process that leaders recognise and this requires awareness and acute leadership attention.

There are a further two stages available to leaders – but these are very rarely inhabited. It is here where leaders can re-invent themselves and their organisations in historically significant ways.

**Studies show** that the stage of meaning-making is often more powerful in explaining individual differences in behavior than personality traits and intelligence combined. Each stage to be a **constellation of developmental tasks** that individuals need to master on their journey towards maturity. Each meaning-making system, worldview, or stage, is more comprehensive, more differentiated and more effective in dealing with the complexities of life than its predecessors. By understanding and actively working with these developmental tasks towards mastery, a leader can accelerate the cultivation of these inherent competencies to become more skillful, more effective, and more comprehensive in their impact.



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## WHAT IS VERTICAL DEVELOPMENT?

**Horizontal growth** and learning happens through the traditional channels of school, university, training, self-directed learning and through the natural exposure to life! Most executive leadership or talent management programmes apply horizontal learning. This is useful but **partial**, as it does not show **how we make meaning** in our current paradigms! **Vertical development is much rarer**. It refers to how we learn to see the world through new eyes by changing the interpretations we make of experiences and by transforming the meaning-making of such experiences. When we come to solve old problems through new eyes we are truly able to bring about transformation. In our journey towards maturity (managing expanded areas of complexity through increased ranges of logic and action), adults pass through many possible stages of growth and development common to all human beings. The competent engagement with these stages through shifting our paradigms to include wider and deeper perspectives and quality attention, enables strategic problem solving, greater influence, and high level impact. This is truly transformative! **And these can be accelerated and cultivated by paying specific attention to improving the way we think, and how we take action!** When we engage our minds and hearts to transforming our consciousness through expanding our meaning-making systems of thought, we are able to take more skillful action and bring about powerful transformations in the growth and development of others.

The framework describes and explains the nine stages adults pass through and reflects the **increasing levels of complexity and integration** required at each stage. Based on extensive research and adult developmental theory, the Leadership Maturity Framework clarifies the unfolding of human potential and ego development and offers a profound understanding and appreciation of how we make decisions, relate to the environment and why we behave as we do. Everyone passes through a sequence of these stages as they grow in their adult lives: *some are able to embrace the very furthest limits* of what is known as their potential and capacity to work with ever-increasing levels of complexity; others plateau and rest in certain stages.

Understanding human development is core to developing effective strategies for working with people, meeting them where they are, cultivating talent, and identifying the learning edges for accelerating leadership capacity. Whatever your growth path – it is useful to know if you, or your people, have what it takes to manage whatever place you, or they, are in – or not! Knowing this can mean the difference in being ‘in over your/their head/s’ to preferably growing to lead self, others, teams, organisations or whole social, economic, and/or systems by having a different and more expansive view of what used to be!



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The Leadership Maturity Framework helps you:

- **understand your personal abilities and limitations**, as well as that of your client, team and your organisation.
- provides **practical tools for assisting** you to guide yourself and others through a journey of transformational change and successful engagement and implementation.
- It is an opportunity to deepen self-awareness and provide you with a rich **infusion of personal and professional development**.
- The LMF training will add a sophisticated developmental model to your **coaching skills and leadership toolbox**, which can be used with individuals and within organisational contexts.

## WHAT IS THE MAP INSTRUMENT?

The Maturity Assessment Profile SCTi-MAP (MAP), is Harvard-tested and the most reliable and cost-effective measure of adult meaning-making currently available. The MAP is based on the LMF and measures your current level of vertical development. This is the level from which you routinely operate and view experience and act in the world. The MAP is a highly validated, robust assessment of your personal leadership maturity. The MAP measure is the best tool for identifying self-actualisers, the very individuals most capable of the systemic, transformative leadership necessary to thrive in today's demanding and ever-changing global context.

**There are enormous Benefits and Applications for Coaching, Leadership, OD, HR and L & D in Organisations:**

**Understanding adult stage development is critical to any learning and development intervention and executive and leadership capacity building.**

What you will begin to consciously understand:

- Where your growing edge lies?
- What your greatest challenges for capacity building are?
- What you may need to let go of?
- What practices will best support you moving forward successfully?
- Where you will get the energy to move forward?
- What you can do to support others in their growth and development?
- How you can discern the levels of capability in my people so you can work with their talent?
- How you can use LMF for skilful role placement and succession planning?



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## LMF TRAINING OVERVIEW:

You will be exposed to lectures, dyad work, experiential learning and group work.

Workshop One is a pre-requisite for Workshop Two.

### Admission Requirements:

In order to attend the first module you will have to complete the profile, the MAP instrument. If you have previously completed the MAP within a time frame of 2 years you would not have to redo it. You will be issued a MAP to complete upon registration to be completed 4 weeks before Workshop One begins.

### Coaching Competencies:

For leaders and organisations that do not yet have these competencies we will do a training for you should you want to use the framework to coach. If you are simply going to use it as part of your own personal and/or leadership development plan the coaching would not be essential – though it is highly recommended.

### Workshop One (Module 1 & 2):

This is a 4-day session that covers the basics of developmental theory and a detailed understanding of the nine stages of adult development as conceptualised by the LMF. It lays out the overall spiral of development, and describes the strengths and limitations of each level. Participants learn - through lecture, dyad work, experiential learning, and group work - what people at different levels are able to pay attention to and what does not yet appear on their radar. You learn what is object (tangible) to them and thus alterable, and what is subjective and therefore hidden from awareness. The module invites and enables participants to explore their own life journeys and meaning-making.

**Module 1:** Delves into each of the stages to understand the meaning-making and action taken for each stage. This allows you to explore each stage development in depth.

**Module 2:** We look at how the LMF can be applied both implicitly and explicitly for individual, team and organisational development. You will learn about considerations in applying the framework and using the instrument for team and organisational interventions in addition to an overview of individual assessment, coaching and development. You will have an opportunity to discuss real cases and hear about different outcomes. You will receive an introduction to Polarity Wisdom™ as a powerful toolkit for developing self, teams, and organisations in service of vertical development.



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## **Workshop Two (Module 3 & 4):**

This will build on the skills learnt in Workshop One, through understanding how language acts as a window into adult meaning-making. This offers training and practice in the use of the MAP and the LMF Framework in developmental coaching.

**Module 3:** We introduce language as a mirror of meaning making. We look at some of the many criteria that distinguish different levels from each other. What changes in language from stage to stage? What do different levels look, feel and sound like? Among others, participants will learn to notice clients' complexity of reasoning, their relationship to others, their relationship to time, and their main focus and concerns. We will practice these stage indicator "detection" skills by exploring MAP protocols from different levels, and examining deeply the expression and perspectives seen through the language embodied at different stages.

**Module 4:** Offers training and practice in developmental coaching. Participants are required to successfully demonstrate their ability during the session to continue the certification process. This session offers deeper insight into coaching tailored to the capacity of the client. It serves as an opportunity to gain competence in coaching with the LMF and the MAP. We will explore use of the LMF and the MAP (implicit /explicit), and how to give effective and sensitive feedback using the MAP results. Participants will practice in two ways: a) in fishbowl-type sessions with "fictional" characters at each stage and b) one-to-one dialogues using their own MAP profiles. Through these practices, participants will be able to appreciate people where they are, and will learn to support as well as challenge people towards both horizontal and vertical growth. Overall, you will receive a detailed and appreciative understanding of how to do Leadership Maturity Coaching (LMC).

## **Application and Certification:**

### **Workshop One:**

- You will receive a Certificate of Completion and Attendance.
- As a leader, individual, coach, OD & HR practitioner you will understand the Leadership Maturity Framework which means you will be able to identify and accelerate your own personal development pathway for growth.
- As a certified coach and ICF member, you will qualify for ICF Credentials for Continuing Education.



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## **Workshop Two:**

- You will receive a Certificate of Completion and Attendance.
- As a certified or experienced coach, completion of Workshop one and two allows you to then apply to be a Certified Leadership Maturity Coach. (This is comprised of a supervised practice period and submission of case studies.)
- As a leader, individual, OD & HR practitioner (without coaching skills) you can attend both workshops and in addition a 2-day coaching skills training will be offered between the Workshops to enable you to then apply to become a certified Leadership Maturity Coach and use the MAP within your organisation. (Running this additional coach training will be demand-dependant)
- As an individual who wants to engage with the process for your own learning and development, you do not have to already be in possession of an accredited coach training.
- The Certification allows you to use the LMF Framework and MAP for the development of others.
- As a certified coach and ICF member, you will qualify for ICF Credentials for Continuing Education.

## **ICF CCE Credential Applications for Continuing Education:**

**Workshop One:** Core Competencies = 21, Resource Development = 4.25

**Workshop Two:** Core Competencies = 27, Resource Development = 6.75

## **About The Integral<sup>+</sup>Africa Institute™(I<sup>+</sup>AI), The Coaching Centre (Pty) Ltd (TCC) and TCC Ubuntu Coaching Foundation™**

The I<sup>+</sup>AI has been formed to create a space for African integral thought leadership and action. Together with TCC it is at the forefront of Integral<sup>+</sup> Business and Leadership development in Africa. The Diploma in Professional Coaching has been hailed by renowned international leaders in integral theory, as the most developmentally nuanced integral programme in the world. The diploma is ICF ACTP Accredited. Dr. Paddy Pampallis (Executive Director of The Coaching Centre) is the Africa partner to the Center for Leadership Maturity with Dr Susanne Cook-Greuter (Harvard University) and Beena Sharma (President of Center for Leadership Maturity and Founder of Polarity Wisdom Institute). The TCC Ubuntu Coaching Foundation is the corporate social investment initiative of The Coaching Centre. Through the Foundation, we partner with civil society organisations and communities and ensure that TCC's coaching, mentoring and leadership development services and support are accessible to all people.

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## ABOUT THE FACILITATORS:



**Dr Paddy Pampallis** is the Executive Director, Founder of The Integral+Africa Institute™(I+AI), of The Coaching Centre (Pty) Ltd (TCC) and co-founder of the TCC Ubuntu Coaching Foundation™. As an internationally accredited executive coach, consultant, psychologist, supervisor and business woman, Dr Pampallis is a leader in the field of executive coaching, Integral+ thought leadership and programme design, and Integral+ Supervision©. She has presented internationally, works closely with the coaching faculty at Middlesex University and is on the Da Vinci Institute faculty. She is currently on the accrediting board of WABC (World Association of Business Coaches).



**Dr Susanne Cook-Greuter** is Co-Founder of the Centre for Leadership Maturity. Susanne is a founding member of Ken Wilber's Integral Institute. Susanne is an internationally known authority on adult learning development. She has a doctorate from Harvard University. Her thesis, Post-autonomous Ego Development, is a landmark study in the characteristics and assessment of highly developed and influential leaders.



**Beena Sharma** is Co-Founder of the Centre for Leadership Maturity, and an International Consultant committed to embedding Integral approaches in human and system development. Beena brings with her significant experience in facilitating leadership and organisational learning and development. She is a Leadership Maturity Master Coach, trained in developing and certifying Coaches and consultants in LMF/MAP applications. She is also Founder of Polarity Wisdom Institute.

**Please feel free to forward this invitation to other like-minded individuals who could benefit from this Integral+ training.**