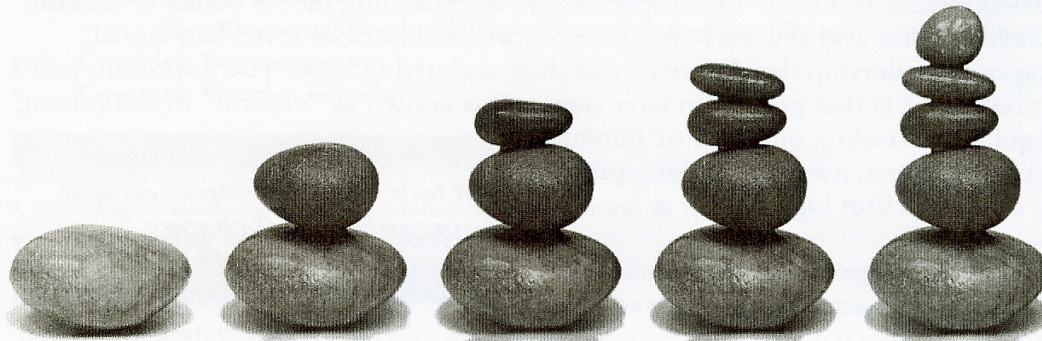


Leadership Maturity Framework
and MAP Assessment
Coaching Certification
An Experiential Intensive for Professionals



Session I
May 30 to June 2, 2012
Columbia, MD

Session II
September
20-22, 2012
Columbia, MD

Dr. Susanne Cook-Greuter
Beena Sharma

Dr. Susanne Cook-Greuter and Beena Sharma are pleased to invite you to:

An intimate, intensive exploration of the **Leadership Maturity Framework (LMF)**, a framework that illuminates the journey of human development, with demonstrated applications in organizational contexts. (See Rooke & Torbert, HBR April 2005)

About the Leadership Maturity Framework

The LMF offers a profound understanding and appreciation of how and why adults behave as they do. The **LMF** describes nine stages of adult development that reflect increasing levels of complexity and integration. While focusing on the individual's inner development, it offers a deep understanding of a vital aspect of the Integral approach. Each stage is generally more effective, flexible, and insightful than the previous one.

The LMF outlines the path of development by defining 9 levels of increasing complexity and integration. It also identifies the strengths and limitations of each stage of meaning making.

Extensively researched and validated, The **LMF** describes what can promote and impede growth at each action logic or stage. The **LMF** also makes more subtle and explicit distinctions at the high-end of the growth trajectory than other adult development theories, and includes ego transcendent perspectives.

Maturity Assessment Profile or the **MAP** for short. The **MAP** combines the Washington University Sentence Completion Test with Susanne's 30-year long rigorous research in adult development. The MAP is Harvard-tested, and the most reliable and cost-effective stage measure currently in the field. At Cook-Greuter & Associates, only highly trained and certified raters score and interpret the sentence completions and write unique comments tailored to each client.

What makes MAP unique?

Most leadership development approaches in practice today foster adult learning through a lateral, skill-based approach. The **MAP** assesses horizontal growth as well as vertical transformation. It taps into multiple lines of information processing. It supports people in gaining insight into their own meaning making patterns. It identifies the trailing edge as well as areas for greatest growth and transformation at each stage of development.

The **MAP** assessment is the best tool for identifying self-actualizers, the very individuals most likely capable of the systemic, transformative leadership necessary to thrive in today's demanding and ever-changing global contexts. It is being increasingly used in organizational settings to support development of individuals, executive teams and culture change efforts.

What you will learn in this intensive

A rich fusion of personal and professional development
An opportunity to deepen self awareness step by step, to learn from theory and research, and obtain a LMF coaching certification.

You will begin to consciously understand

Where is my growing edge?
What are my greatest challenges?
What are my personal assets that have the greatest impact on my own journey of development?
How can I free up energy to move forward?

You will also learn to understand the **LMF** framework and perspective, and be equipped to use the **MAP** profile with your clients. You will explore your own MAP profile so that you can offer developmentally-informed and sensitive support to your own clients, teams, and in organizations.

You will experience an advanced perspective of development covering many dimensions of leadership: personality; skill – competencies -- effectiveness; worldview -- mindsets; values – character -- principles; identity; task – process; power and influence; adaptability, and spirit.

You will begin to learn the “languages” of people at different developmental action logics and how to communicate most effectively with them.

You will get the most current and emerging applications of this approach: particularly the articulation of skills approaches that illuminate the transition between levels of functioning.

You will also become part of a growing community of developmentally-informed professionals who pay careful attention to differences in how people construe experience.

You will learn about how to apply the LMF and the MAP

As a Coach, Leader, HR or OD practitioner you will understand more clearly the capacities and limitations of your client systems and will be able to support them and intervene more powerfully. You will add a sophisticated developmental model to your coaching and mentoring skills. You will learn about typical stage specific coaching goals and preoccupations, key transition challenges by stage, tools to consolidate stages and aid transition. We will discuss how to implement a developmental approach with client and stakeholders. After completion of all segments of the Intensive, you will be authorized to administer the MAP assessment in your work and certified to use the LMF & the MAP to coach your clients.

A Two-Session Program

The LMF Coaching Intensive is designed to equip you to use the LMF and MAP in coaching and development interventions.

Completing all 4 modules of the training program can lead to a certification as a LMF coach after a supervised practice period. A prerequisite for all modules is having taken the MAP in the last 2 years.

Session I

Module 1 (2.5 days): Focuses on adult development theory and the structure of the LMF.

(This segment can be taken as a stand alone).

Module 2 (1 day): Introduces organizational applications and Polarity Thinking

(This segment can be taken as a stand alone).

Session II

Module 3, 1-day Language as a window into adult meaning making

(This segment can be taken as a stand alone).

Module 4, 2 days, theory and practice in developmental coaching and debriefing the MAP (Module 4 requires completion of Modules 1, 2 & 3).

Session I

This is a 3.5 day session covering the basics of developmental theory, and a detailed understanding of the nine stages of adult development in 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 different levels are able to pay attention to and what does not yet appear on their radar. They learn what is object and thus alterable and what is yet subject and therefore hidden from awareness. The module encourages and enables participants to get in touch with their own developmental journeys.

The first two and a half days thus delve into stages of meaning making; the third day (which can be taken as a stand-alone by those how are deeply familiar with the theory) will look at how the LMF can be applied both implicitly and explicitly to support the transformation of teams & organizations. You will receive an introduction to Polarity Management as a powerful tool support vertical development in self, teams and organizations. You will learn about considerations in applying the framework and using the instrument for team and organizational interventions in addition to individual coaching and development. We will share past organizational cases and their outcomes.

Session II:

Module 3, 1-day on Language as a window into adult meaning making and how it shows up on MAPs

Module 4, 2-days offers training and practice in developmental coaching.

In case you have completed a former DIP (Development Intensive for Professionals), you will need to complete Session II in order to be a certified LMF Developmental Coach .

Module 3 (1 day) (This segment can be taken as a stand alone).

In this one-day session 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 from stage to stage? How do different levels look, feel and sound like? Participants will learn to notice 1) their clients' complexity of thought, 2) their relationship to others, 3) their relationship to time, and 4) their main focus and concerns. We will practice these stage “detection” skills by exploring a set of MAP protocols from different action logics.

Module 4 (2 days) – Requires completion of Modules 1, 2 & 3

Prerequisite for attending module 4 is proven long-term experience as a coach and/or an ICF or equivalent coaching certification.

This session offers deeper insight into developmental coaching and serves as an opportunity to gain initial practice in coaching with the LMF and the MAP. We will explore the implicit and explicit use of the LMF and the MAP and how to effectively and ethically debrief the assessment. Participants will practice in two ways: a) in fishbowl-type sessions with “fictional” characters and b) one-to-one dialogues using their own MAP profiles. Through these practices, participants will be able to appreciate even more deeply wherever others are on their journeys. They will learn to support as well challenge others towards both horizontal and vertical growth. Overall you will gain a detailed and appreciative understanding of developmental coaching.

Susanne: Dr. Cook-Greuter is a principal of Cook-Greuter and Associates, LLC, a consulting, testing and research firm. She is a founding member of Ken Wilber's Integral Institute in Denver, Colorado. She presents and co-facilitates at Integral seminars and workshops. Her work is referenced by Ken Wilber in many of his works, pointing to the sophisticated theory of mature adult development and the MAP instrument that Susanne created using Loevinger's model. Susanne is an internationally known authority on adult development and travels worldwide to share her insights and to train professionals in applying developmental theory.



Susanne coaches individuals in self-awareness, self-acceptance, and personal growth. She consults to organizations and projects in using developmental frameworks, leadership development, and research.

Susanne 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: Beena Sharma is an International Consultant committed to embedding Integral approaches in human and system development. Beena brings with her significant experience in facilitating leadership and organizational learning and development, including designing and anchoring large scale change efforts using Real Time Strategic Change (RTSC) methodologies. Beena is a certified Action Learning Team Coach and has led several projects in Leadership Development using Action Reflection Learning (ARL) as an associate consultant with LIM LLC.

Beena is an active resource for Polarity Management Associates, and has been working with Dr. Barry Johnson over the past ten years in learning and teaching Polarity Management. Beena is also associated with Integral Institute, supporting development of applications of Integral theory in Organizational Leadership and Development. Partnering with Susanne since 2004, Beena is a certified MAP scorer, having completed a rigorous certification training. Beena actively employs LMF and MAP in Leadership coaching and systemic organizational development.



Registration Deadline	Session I: May 4 Session II: August 24		Application due on a “first come, first served” basis
MAP Submission Deadline	Session I : May 18 Session II: September 7		MAP submission due or bring your previous one if it is no more than 2 years old
Workshop Dates and Time	5/30 5/31 – 6/1 6/2	Eve session Day 1+2 Day 3	Evening session: 4 pm – 7 pm (Group dinner optional) 8.30 am to 6.00 pm 10 am to 5.30 pm
	September 20 September 21+22	1 day 2 days	9 am to 6.00 pm each day
Contact Beena for questions and Application form:	Mobile e-mail	941-726-7620 <u>beena.sharma@limglobal.net</u>	

Caveat: Please note, we reserve the option to change dates if we have less than 8 participants by registration deadline dates.



Program Fee for Session I - \$2250

Module 1, 2 days - LMF Theory - \$1500

Module 2, 1 day - Organizational Applications - \$750

Program Fee for Session II - \$2250

Module 3, 1 day - Language : \$750

Module 4, 2 days – Developmental Coaching: \$1500

Package Program Fee, when prepaid

Both Sessions I & II, Modules 1- 4, 6.5 days = \$4100

MAP assessment and report, special price

- \$600 All participants need to have a MAP report to participate in any of the modules, this fee includes the Instrument and the Debrief with either Susanne or Beena

Certification Fee (Supervision) = Fee determined per participant

Note: Certification is not guaranteed; it will be awarded on successful completion of Supervised Coaching. (Details on request)

Note: Participants who either opt not to get certified, or are considered not eligible for certification, will still be Authorized to administer the MAP.

<p>Venue and other info</p>	<p>Columbia, MD A fine area with many walking trails and lakes (and a mall for those inclined)</p> <p>Room and board at participant cost (Accommodations with special room rate at Hotel Sheraton, Columbia, information on request and on registration)</p> <p>Best Airport: BWI (Baltimore-Washington International)</p>	<p>Materials & Facilities fees, coffee, tea and healthy snacks are included in the program fee</p>
<p>Registration</p>	<p>Please email beena.sharma@limglobal.net for registration form, MAP-instrument, cancellation policy and payment details</p>	