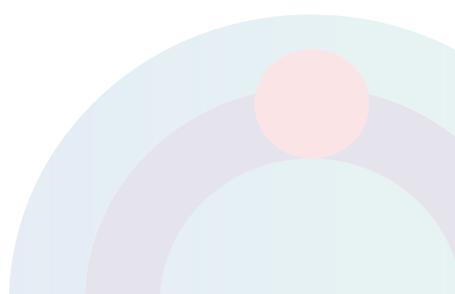


# THE MAP

## Maturity Profile for Leaders

Introducing the most robustly researched and validated instrument for measuring vertical development in leaders



VeDA

VERTICAL  
DEVELOPMENT  
ACADEMY

# What is Vertical Development?

Vertical development is different from “horizontal” growth. Horizontal development is defined as acquiring experience and knowledge, as well as new skills and competencies. While important, horizontal development does not lead to new ways of interpreting oneself and the world, or transform one’s ability to take perspectives.

Vertical development fosters the ability to see new perspectives by changing one’s fundamental assumptions about the self, others, and life in general.



Research shows that adults move sequentially through several stages of vertical development, each bringing more maturity than the one before. In today’s increasingly complex work and life contexts, vertical development becomes essential. And today, fortunately, we can measure how an individual grows through the various stages of human maturity.

Perhaps it is easiest to picture vertical development as climbing a path winding up a mountain. At the base, early in the journey, our view is limited. As we travel upward, we can see farther, and have a better view. The further we climb, the broader our perspective and the more it reveals of what was previously hidden. At the top, suddenly there is more than just our mountain, and we come upon other mountains, even others ranges stretching beyond the horizon. Like a winding road, vertical development is not linear, but a complex journey.

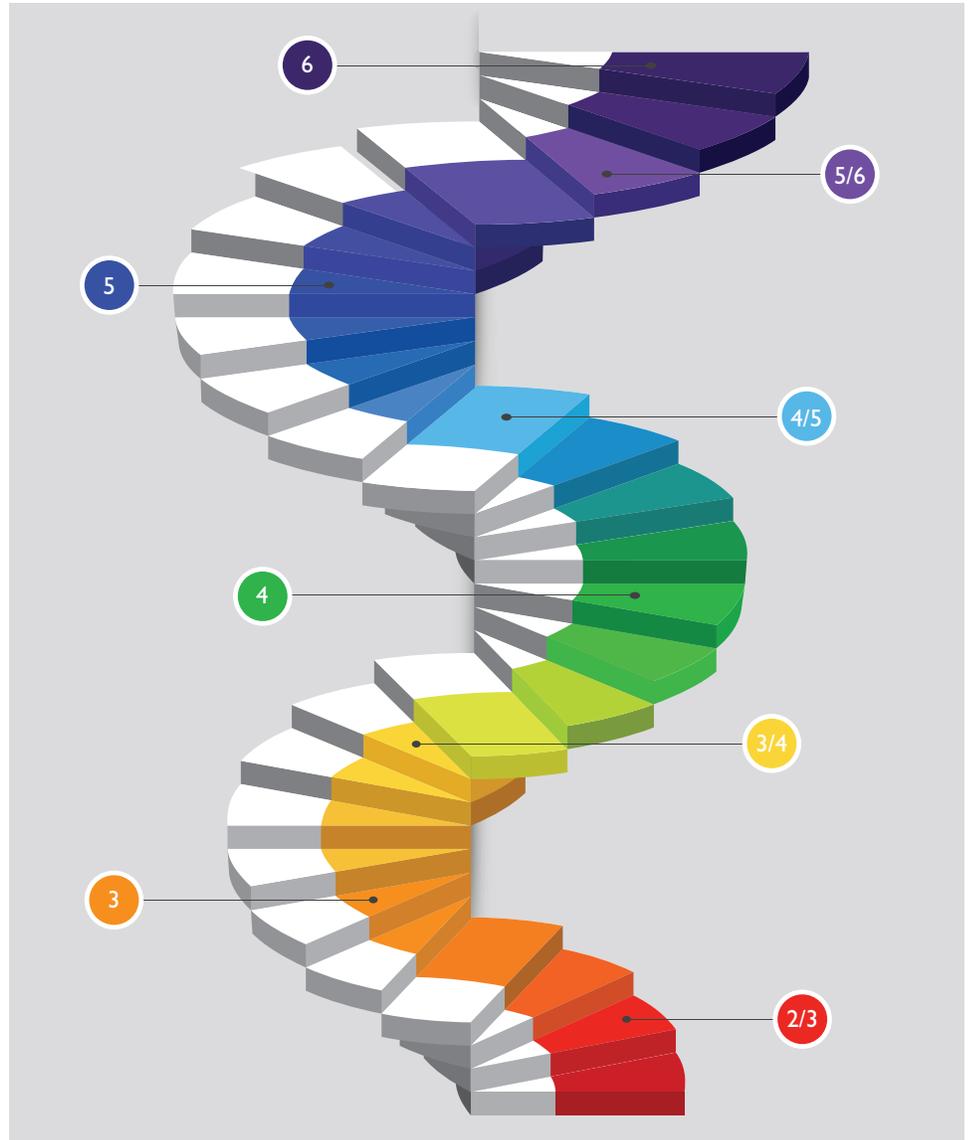


# Leadership Maturity Framework

Evidence gathered through research over the last four decades shows that vertical development can be traced as a logical sequence of eight stages of increasing maturity.

Each stage is generally more effective, flexible, and insightful than the one before. With each new level of development, leaders become significantly more capable of functioning at optimum levels and with more ease in our ever-more rapidly changing and ambiguous environment. Moving through the stages of development, we gain not only autonomy and freedom, but also increased tolerance for difference and ambiguity. We generally become less defensive, and simply more open to what is true about ourselves, including our fears.

In the later stages of development, it is easier to understand earlier views of the world. But, climbing up our particular mountain, we cannot imagine what the view from higher up will reveal.



## How do you measure development?

- How much have our leaders grown?
- In which ways have they grown?
- How can we identify a leader's developmental stage?
- How do we know what's next in a leader's development?
- What aspects of maturity do our leaders demonstrate and what gaps remain in their development?
- How do we measure return on our investment in terms of shifts in developmental stages?

When, as an organization, you commit considerable resources to leadership development, you ask these questions, because you want to know if your investment has been valuable and effective, and to what measure.

Having worked extensively in vertical development, we can provide quantitative and qualitative evidence in response to your questions.



# The MAP Maturity Profile

## Our MAP Instrument Measures Vertical Development in Leaders

VeDA's Maturity Profile, MAP for short, combines the highly respected Washington University Sentence Completion Test with Dr. Susanne Cook-Greuter's extensive research at Harvard University. The MAP has been tested rigorously since 1966 and has been validated across many cultures and populations. The MAP is regarded as the most reliable and cost-effective stage measure of adult development as a whole. It provides a definitive map of growth in the life of an adult. The MAP is created using a proprietary scoring method that relies on extensive scoring manuals. These manuals have been painstakingly built and refined based on more than 450,000 sentence completions.

Our Certified Scoring Associates score the assessments using rigorous methods to reduce bias, maintain accuracy, and increase reliability. The MAP report they create is individually tailored for each client and provides a personalized developmental summary. The MAP offers a one-of-a-kind view that gives empowering feedback with keen insights into the growth trajectory of each participant, and can be used as a powerful guide map for the ongoing evolution of a leader. It is a highly effective tool in developing self-understanding and increasing the effectiveness of leaders as individuals and professionals. In turn, this also facilitates team and organizational development.

## Using the MAP to Measure Developmental-ROI

The MAP can be highly effective in revealing what we call Developmental-ROI, which measures the benefits of investment efforts. This is done by administering the MAP before and after the training or coaching investment to assess the developmental shift or impact of the intervention.

Our Pre/Post MAP program is a powerful benchmark that provides a scientific, interpretive, and granular picture of the developmental movement of an individual or a team as a result of a learning intervention. VeDA is particularly well equipped to deliver this customized consultative service.

For a free consultation or for more information about our D-ROI service, please contact us at [map@verticaldevelopment.com](mailto:map@verticaldevelopment.com)



# What Does the MAP Offer?

## Personalized, Quantitative and Qualitative Reporting

Rooted in continuous research, the MAP assesses the meaning-making stage, or “center of gravity” of individuals based on statistical analysis of the test responses and the complexity and quality of their reasoning. It offers a baseline for exploring strengths and limitations of clients’ habitual meaning-making systems through which they make sense of themselves, their lives, and their relationships.



The Maturity Profile report is keenly tailored to each client’s way of making sense of experience. The certified rater focuses on specific issues, concerns, and achievements expressed in the client’s responses, and provides expert quantitative and qualitative feedback unique to that client. The profile report gives a detailed overview of what is current and what might be next on a client’s developmental path. It includes recommendations for ongoing practice and further self-examination for the next 2-5 years.

## The MAP Debrief

We use the client’s Maturity Profile to individualize coaching that both supports and challenges them to develop horizontally and vertically. Our process, the Leadership Maturity Coaching Practice, applies insights and information from their profiles to illuminate the developmental path ahead. During the MAP debrief, a Certified Leadership Maturity Coach uses the framework combined with a client’s profile to decipher and illustrate patterns of behavior or beliefs that might impede movement. The coach also celebrates prevailing strengths and values that will facilitate growth. Our clients report feeling relieved to have an orientation map that reveals where they have come from, where they are, and what might be ahead for them. Developmentally tailored coaching can accelerate the maturity process.



# Leadership Maturity Coaching

Our coaching approach enables our clients to work at a deeper level of understanding life and relationship challenges, and for understanding these challenges in terms of meaning-making. We integrate the wisdom of polarity thinking seamlessly into our coaching, using it as a high-leverage tool to develop mature leaders who are more integrated.

VeDA's Leadership Maturity Coaches are trained to observe what clients pay attention to and what they do not yet notice, what values they hold dear, how tightly they hold these values, and how readily they acknowledge or express mistakes and limitations. In short: We focus on how leaders respond to self, work, and others in ordinary and exceptional life situations. This self-awareness is key to further growth.



Our coaches are experts at guiding leaders on their individual paths. Sometimes, for example, a coach might determine that a client would benefit from becoming more settled within the current stage and/or that the client needs extra support to transition between stages. Our coaching approach defines eight such distinct developmental movements.

## Measuring and Developing Team Maturity

Our approach to leadership development has proved effective in developing team maturity, as well. To support the vision of a high-performing, mature team, the MAP report offers feedback to develop both individuals and the group as whole. At the team level, the MAP Report analyzes the group's distribution across the stages and captures key limitations of the team as a whole, while addressing gaps and raising the potential for more effective teamwork. The team maturity profile provides a true map for the team's growth potential. The team members decide whether or not to share their individual scores or keep them confidential.

Our coaching approach uses all these elements to create the optimal conditions for leaders to develop toward what is next in their development.



# MAP Services Offered

## The MAP Experience

The MAP takes about 45-60 minutes to complete, and the debrief takes one hour. The debrief conversation can either be in person or virtual (telephone or video meeting). The client can request a confidential recording of the session, which is valuable as the content of the debrief can continue to be relevant over a period of 2-3 years. Two versions are available:

- **MAP Experience – Full Report:**
  - Single MAP for each individual
  - Full MAP Report with a detailed, in-depth multi-page personalized commentary
  - Debrief of the profile with a certified coach
  - Recommendations for further growth**Fee: \$1,000 per MAP**
- **MAP Experience – Brief Report:**
  - Single MAP for each individual
  - MAP Report with shorter summary
  - Debrief of the profile with a certified coach
  - Recommendations for further growth**Fee: \$780 per MAP**

## The MAP Journey

This includes the MAP Experience plus follow-up coaching sessions to support clients in making developmental shifts by implementing recommendations in the MAP report, as well as generating new insights through the coaching. Ongoing coaching reinforces learning and provides exponential benefits for long-term stage transformation. Two options are available:

- **MAP Journey-6 includes:**
  - The Full Report MAP Experience
  - 6 one-hour follow-up coaching sessions**Fee: \$4,960**
- **Map Journey-12 includes:**
  - The Full Report MAP Experience
  - 12 one-hour follow-up coaching sessions**Fee: \$8,440**

*Add-on: For either of the above offerings, VeDA recommends adding its Developmental-ROI service to assess the impact of the coaching process.*

## Where Do You Take the MAP?

The MAP Experience is conducted online, via our secure web application, and clients receive lifetime access to their MAP Report, supplemental reading, and other resources. VeDA clients currently can take the MAP in English, French, German, Spanish, Dutch, Portuguese, Russian, and Hungarian. We have certified coaches available to debrief the MAP in English, French, German, Spanish, Russian, Hungarian, Vietnamese, and Swedish.

## Who Can Take the MAP?

Individual leaders as part of enterprise learning programs, succession planning, talent development, and high potential development initiatives can benefit greatly from the MAP. Coaches (internal and external) and mentors who support leaders in organizations, and are invested in their own effectiveness and growth, find working with the MAP, and our maturity framework invaluable.



# What Makes VeDA Distinctive?

VeDA has the largest global database, 13,000+, of MAP assessments. Our MAP measure is also the most sophisticated tool for identifying self-actualizers, those individuals with the potential for systemic and transformative leadership, so profoundly needed in our times.

Our highly trained and certified raters are the largest group, globally, of specialists in this field analyzing MAPs and working and learning together.

Our network of exceptionally skilled, certified coaches is also the largest group of professional coaches who have completed supervised developmental coach training using the MAP. Our coaches have demonstrated expertise in how to coach for both lateral growth and vertical development.

## About VeDA

Vertical Development Academy is a global consulting, assessment, coaching, and research enterprise dedicated to facilitating leadership maturity in individuals, teams, and organizations. Our Maturity Profile, a psychometric instrument, assesses how far a leader has moved along the trajectory of human development. Our team's collective experience in applying vertical development exceeds 400 years cumulatively, carried by 26 Certified Leadership Maturity Coaches and 14 certified MAP scorers.

## Unreservedly Ethical

At VeDA, we consciously adhere to the highest ethical standards in both our assessment and coaching services. We uphold strict confidentiality of client data. We are conscientious in how we hold and communicate our framework, and how we train the coaches who work with us. As a company, we ensure the information revealed through the assessment profile is used ethically and with sensitivity, both at the individual level and the organizational level.



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