

Integral Leadership Maturity Framework (ILMF) Level 1 & 2

Growing Inner Transformative Capacity for Outer Impact

The Leadership Challenge of Our Time

In a volatile, complex and interdependent world, technical expertise is no longer enough.

Why Leadership Maturity Matters Now?

The real question is not: “Is this leader competent?”

But rather:

“Does this leader’s inner capacity match the complexity of their role... and the future?”

Leaders today must:

- Navigate complexity, ambiguity and competing demands
- Think across systems, cultures and time horizons
- Make ethical, long-term decisions in uncertain environments

At the same time, AI is transforming expertise. Information is no longer the differentiator — judgement, awareness, intuition, seeing patterns, questioning, living with paradox and expanded meaning-making are.

*Expertise is no longer enough.
Leadership maturity is the advantage.*

What Is ILMF?

The Integral Leadership Maturity Framework (ILMF) develops leaders from the inside out. Firstly it brings multiple lenses into the focus of vertical development — transforming worldviews for how leaders:

- **Think / Interpret complexity / Exercise authority / Relate to others**

Unlike traditional programmes that build skills, ILMF builds capacity.

Grounded in TCC's Integral and Ubuntu-informed approach, the programme integrates the Enneagram lens to discern personality structures and stage maturity. It includes how people structure their responses within a stage through the use of

- **Head:** clarity and cognitive capability /
- **Heart:** emotional and relational intelligence
- **Action:** effective leadership behaviour through cognitive, emotional, somatic and purpose-driven development — enabling leaders to lead self, others and systems with depth.

Why This Matters Now

Two forces are reshaping leadership:

1. Increasing Complexity

Linear thinking and technical expertise are no longer sufficient. Leaders must hold multiple perspectives, work with paradox and lead systemically into an unknown future with greater ease.

Reading the context becomes more and more important, as does knowing your people so they can be situated with the right tasks and roles to grow and deliver on strategy.

2. The AI Shifts

AI has redefined knowledge and expertise. Leaders must:

- **Ask better questions / Think more deeply / utilise AI in generative ways.**
- **Let go of needing immediate answers / Lead beyond what AI can replicate — wisdom, discernment and integration.**

This requires a fundamental shift in how leaders think — not just what they know.



The Science Behind ILMF

ILMF is grounded in decades of adult development research, including Dr Susanne Cook-Greuter and Jane Loevinger. Using the LMai (Leadership Maturity Assessment – AI-supported), the framework reveals a leader's action logic — how they:

- **Make sense of complexity / Navigate ambiguity and conflict / Relate to power, feedback and respond / Integrate ethics and long-term thinking / Hold multiple perspectives**
- It is facilitated by Dr Paddy Pampallis, a global integral and developmental psychologist and leadership coach who has worked directly with Susanne CookGreuter for over 16 years.



Dr Paddy Pampallis



Dr Susanne Cook-Greuter

Its distinction: It measures how a leader thinks, not just what they do.



An Integral View of Leadership - a key distinction for the world coming into being

ILMF takes a whole-person approach to development. It integrates:

- Inner and outer worlds (self, others, systems)
- Awareness, behaviour and impact
- Individual and collective leadership

Where appropriate, the programme draws on Enneagram insight to deepen awareness of personality patterns and unconscious drivers — supporting greater flexibility, presence and effectiveness.

This creates leaders who are not only capable — but conscious, adaptive and responsible.

Leadership Maturity Stages (Overview)

Leaders evolve through 9 increasingly complex ways of thinking; we will touch the Self-centric and impulsive stage 1, and Group-centric stage 2, but focus on the following

- **Skill-centric /Expert (Stage 3):** Technical, rule-based, specialist focus
- **Self-Determining /Achiever (Stage 4):** Strategic, goal-oriented, performance-driven
- **Self-Questioning/ Redefining (Stage 4/5):** Questions assumptions, recognises systemic dynamics
- **Strategic self/Innovator (Stage 5):** Integrative, adaptive, capable of transformational leadership

Each stage expands perspective and capacity — enabling leaders to operate more effectively in complexity to include and transcend.

What ILMF Level 1 Delivers

Level 1 provides a powerful foundation for leadership growth:

Developmental Clarity: Understand your current leadership stage and its impact on: Decision-making / Relationships / Strategic thinking

Stress Pattern Awareness: Recognise default behaviours under pressure — and develop more mature responses.

Practical Growth Shifts: Develop the capacity to: Move from certainty → inquiry / Balance results with people development / Increase systemic awareness / Release over-identification with role

Applied Learning/Role play/Videos: Engage through: Real-world leadership scenarios / Reflective practice / Dialogue and perspective-taking

You leave with a clear personal leadership growth pathway (“growthway”).

Organisational Impact: When leadership maturity is intentionally developed, organisations benefit from:

Greater agility in complexity: Stronger, more ethical decision-making / Reduced reactive and blame-based dynamics / Improved succession alignment / Retention of high-potential leaders

LMF makes visible — and develops — the critical link between leadership capacity and organisational performance.

Registration & Event Details

Programme Dates for ILMF 1

Thurs, 7 May 2026 | 8.30 – 14.00

Friday, 8 May 2026 | 08:30 – 14:30

Thurs, 14 May 2026 | 08:30 – 14.00

Friday, 15 May 2026 | 08:30 – 14:30

All times South Africa (GMT +2)

Delivery Format

- Online | Live facilitated sessions via Zoom
- Q & A by Susanne Cook Greuter and our partners of LMai® profiling and research.

Join our ILMF community of practice.

Investment

- ZAR 11,900 – UK, USA, EU & Australia
- ZAR 9,700 – Africa, Middle East & Asia

Investment includes:

- LMF Level 1 programme
- LMai Leadership Maturity Profile
- Individual professional debrief session



Limited Seats Available

Participation is intentionally capped to ensure depth of dialogue, reflective integration, and personalised developmental insight.

Secure Your Spot Today!
CLICK HERE TO REGISTER.

Or via school@thecoachingcentre.co.za.