



EDIFY LEARNING FORUM — ELFA

Leading Beyond the Map

Frequently Asked Questions

Everything you need to know about the MAPS Programme

This document answers the most common questions we receive about the Leading Beyond the Map programme from prospective participants, organisational sponsors, and line managers. If you have a question that is not covered here, please contact us at admin@edifyelfa.com.



About the Programme

Q What is Leading Beyond the Map?

A Leading Beyond the Map is ELFA's flagship learning programme for cross-functional teams. It is built on the proprietary MAPS Framework Mindset Calibration, Authority, Power & Systems and designed to develop Context Intelligence™ in professionals before, during, and after deployment in complex operating environments.

The programme runs across five phases over approximately 12 weeks, plus a 90-day post-programme review. It combines online learning, face-to-face immersion, coaching, and peer accountability into a single, integrated journey.

Q What is Context Intelligence™?

A Context Intelligence™ is the ability to read and respond to the invisible forces that shape every organisation, market, and partnership before they shape you.

Most professionals are trained in technical skills, strategy frameworks, and execution planning. What is rarely taught is the ability to read the operating environment those skills will be deployed in. Context Intelligence™ closes that gap. It covers:

- Who actually holds authority not just who has the title
- Where power resides, and who controls the chokepoints
- What systemic forces are reinforcing or resisting change
- How mental models and assumptions distort what we see

These four dimensions form the MAPS Framework.

Q Who is this programme designed for?

A The programme is designed for cross-functional teams operating in complex, high-stakes environments particularly where team members must navigate unfamiliar organisations, markets, or stakeholder landscapes.

Participants typically include mid-to-senior professionals from functions such as strategy, business development, programme management, partnerships, and operations. The programme is equally effective for individuals as for cohorts, and adapts to both private and public sector contexts.



Q Is this a training course or a development programme?

- A** It is a development programme, not a training course. The distinction matters. A training course delivers knowledge and tests whether it was received. This programme develops capability to apply context intelligence in real situations, under real pressure, with real stakes.
- Every phase is designed to produce something that participants use in the field. Every coaching session is anchored in a live project. The 90-day review measures what has actually changed, not what participants reported learning.

Q How does this programme differ from other leadership development offerings?

- A** Most leadership programmes teach skills in isolation communication, stakeholder management, strategic thinking without addressing the operating environment those skills must navigate. MAPS teaches people to read the environment first.
- Three things distinguish this programme:
- Context before content: participants are diagnosed before they are taught. The programme adapts to the specific operating environment each cohort is entering.
 - Real projects only: there are no generic case studies. Every exercise is built on participants' actual projects, organisations, and operating realities.
 - Measurement from day one: the baseline established in Phase One makes impact measurable at 90 days. We track contextual capability change, not satisfaction scores.

The MAPS Framework

Q What does MAPS stand for?

- A** MAPS stands for Mindset Calibration, Authority, Power, and Systems. These are the four dimensions of the MAPS Framework, the analytical lens through which participants learn to read any operating context.
- Mind Calibration: How mental models shape what we see, and how assumptions distort what we conclude. This dimension surfaces cognitive blind spots before they become strategic mistakes.
 - Authority: Who formally decides and who actually does. This dimension maps the gap between sanctioned power and the people who control outcomes.
 - Power: Informal influence, coalition dynamics, gatekeepers, and chokepoints. The forces that shape decisions before they reach the table.
 - Systems: Institutional logic, resource flows, and structural incentives. The operating environment that reinforces the status quo or enables change.



Q Is the MAPS Framework sector-specific?

- A** No. The MAPS Framework is designed to be universally applicable across sectors, geographies, and organisational types. The dimensions of mindset calibration, authority, power, and systems are present in every operating environment.
- What changes is the content of each dimension. The framework provides the structure; the diagnostic phase and live project work populate it with the specific intelligence that matters for each cohort's actual context.

Q How long does it take to learn the MAPS Framework?

- A** Participants receive a rapid orientation to the framework during the online introductory phase, and a full deep-dive during Phase Two (MAPS Immersion). By the end of the face-to-face workshop whether one day or three days participants are applying all four dimensions to their live project.
- Fluency develops over the Field Application and Capability Embedding phases. The goal is not that participants can recite the framework, it is that they use it habitually and instinctively in their daily work. That typically takes 8–12 weeks of supported practice.

Programme Structure & Delivery

Q What are the five phases?

- A**
- Phase 1 — Context Diagnostic (Weeks 1–2): Environmental scan, team profiling, and a written baseline MAPS report issued to each participant before the programme begins in earnest.
 - Phase 2 — MAPS Immersion (Weeks 3–5): Framework training, live cohort sessions, and field simulations — delivered as a one-day intensive or three-day residential, at the participant's choice.
 - Phase 3 — Field Application (Weeks 6–9): On-ground coaching during the first 30 days in context, weekly peer cohort check-ins, and formal MAPS score reviews at weeks 4 and 8.
 - Phase 4 — Capability Embedding (Weeks 10–12): Habit design, manager alignment briefing, and handover of the personal MAPS toolkit.
 - Phase 5 — 90-Day Review (Month 3): Individual impact assessment, organisation-level outcome report, and access to the ELFA alumni practitioner network.

Q What is the online introductory phase?

- A** The online introductory phase is a self-paced module that all participants complete before Phase One begins. It takes approximately 2–3 hours and is accessible on any device. It includes an orientation to the MAPS Framework, an introduction to the programme structure, a short reflective exercise to begin the process of identifying the participant's live project context, and an orientation video from the programme lead. This phase ensures that no time is wasted in the diagnostic or immersion phases orienting participants to basic concepts that work is done before they enter the room.

Q What is the difference between the one-day intensive and the three-day residential?

- A** Both formats deliver the complete MAPS curriculum and produce the same core deliverables. The choice is about depth and pace, not content coverage.
- One-Day Intensive: 6.5 hours of contact time. Covers all four MAPS dimensions in a rapid but applied orientation, builds the Stakeholder Influence Map, runs a live field simulation with a real-time disruptor, and produces a field-ready Actionable Context Plan. Best suited to participants with operational constraints on time.
 - Three-Day Residential: 19.5 hours of contact time across three consecutive days. Each day has its own theme Day 1: Decode Local Power & Chokepoints; Day 2: Identify Risks & Translate Intelligence; Day 3: Build Team Readiness & Commit. The three-day format includes extended simulations, peer-facilitated dialogue, adversarial strategy review, and a full Team Readiness Brief. Best suited to participants entering high-complexity or high-stakes contexts.

Both pathways feed into the same Phase Three coaching structure.

Q What happens in the coaching sessions?

- A** Each participant is assigned a dedicated ELFA coach at the point of enrolment. The coaching relationship runs from programme entry through the 90-Day Review and includes six structured touchpoints:
- Pre-programme orientation: aligns the coach with the participant's live project and learning goals.
 - Post-diagnostic debrief: reviews the baseline MAPS report and contextualises the participant's entry profile.
 - Post-immersion debrief: consolidates learning from the face-to-face workshop and prepares the participant for field application.
 - Field coaching sessions (weekly or bi-weekly): anchored in real-time situations the participant is navigating in context.
 - Capability embedding check-in: reviews habit design progress and prepares for toolkit handover.
 - Pre-review coaching: prepares the participant's self-assessment and reflection narrative ahead of the 90-Day Review.



Q What deliverables does a participant produce during the programme?

- A Every participant produces the following field-ready documents during the programme:
- Stakeholder Influence Map — authority, power, and system forces mapped across all four MAPS dimensions for their live project.
 - Early Risk Awareness System — five project-specific risks with early warning signals, including two risks nobody is currently naming.
 - Intelligence-to-Strategy Translation document — three strategic decisions derived from MAPS intelligence, stress-tested through adversarial review.
 - Actionable Context Plan — 30/60/90-day field priorities with named accountabilities, adapted through field simulation.
 - Team Readiness Brief — a MAPS-based assessment of the team's context readiness with a briefing designed for use within five days of return. (Three-day residential only.)
 - Personal MAPS Toolkit — guide, templates, self-assessment tools, and alumni network access.

Q What is the 90-Day Review?

- A The 90-Day Review is Phase Five of the programme. It takes place approximately three months after Phase Two (the face-to-face immersion) and closes the programme cycle with structured impact assessment at both individual and organisational levels.
- It includes an individual impact assessment measuring change in context-reading capability against the Phase One baseline, an organisation-level outcome summary prepared for programme sponsors, and recommendations for continuation or next-phase deployment. Participants also receive confirmed access to the ELFA alumni practitioner network at this stage.

Logistics & Practicalities

Q How many participants can join a cohort?

- A The programme is designed for cohorts of 8–16 participants. The maximum facilitator-to-participant ratio for face-to-face sessions is 1:12.
- For organisations enrolling larger groups, multiple cohorts can run concurrently or in sequence. ELFA will advise on the optimal cohort structure based on team composition, timeline, and organisational context.

Q Can individuals enrol, or is this only for organisational cohorts?



- A** Both are possible. Organisations typically enrol teams as a cohort, which maximises the peer learning and accountability dynamics built into the programme design. Individual enrolment is also available through ELFA's open cohort schedule, where participants from different organisations learn alongside each other. Open cohort dates are published on the ELFA website and updated regularly.

Q Where are the face-to-face sessions held?

- A** Face-to-face sessions can be delivered at a venue of the client's choice, at an ELFA-designated facility, or at a third-party conference or retreat venue arranged by ELFA. ELFA's base of operations is in Calgary, Alberta. Delivery is available across Canada and internationally. For residential (three-day) sessions, ELFA recommends an environment away from participants' normal workplaces this separation from daily operations is a design feature, not a logistical convenience.

Q How much preparation is required from participants before the programme starts?

- A** The pre-programme requirement is intentionally light but purposeful:
- Complete the online introductory module (2–3 hours, self-paced, accessible on any device).
 - Identify the live project or deployment context they will work on throughout the programme. This does not need to be a formal submission — participants bring it to the first coaching session.
 - Attend the pre-programme orientation coaching session with their assigned ELFA coach.
- Participants who arrive having completed the online module and identified their live context get significantly more from the diagnostic and immersion phases than those who arrive cold.

Q What technology or materials do participants need?

- A** No specialist technology is required. The online introductory module is accessible via any modern web browser on desktop, tablet, or mobile. Face-to-face sessions are deliberately low-tech; the room is the content. Participants need only a willingness to work openly and a live project to work on. ELFA provides all materials, templates, and tools during the session. The Personal MAPS Toolkit is issued in digital format at the end of Phase Four and is compatible with standard office software.



Q Is the programme available in languages other than English?

- A** The programme is currently delivered in English. ELFA is developing delivery capacity in French and is open to discussing facilitation in other languages for large organisational engagements where demand warrants it.
- Please contact admin@edifyelfa.com to discuss language requirements for your cohort.

Impact & Outcomes

Q How is impact measured?

- A** Impact is measured against the baseline established in Phase One. The Context Diagnostic produces a written baseline MAPS report for each participant a documented profile of their context-reading capability at the point of entry.
- At the 90-Day Review, participants are assessed against this baseline using a combination of self-report, coach observation, and peer cohort review. The organisation-level outcome report synthesises cohort-wide findings and provides recommendations for continuation.
- ELFA measures contextual capability change not satisfaction scores or attendance rates.

Q What outcomes can organisations expect?

- A** Organisations that have deployed the programme report improvements in:
- Speed and accuracy of stakeholder engagement in new or unfamiliar contexts
 - Early identification of risks that would previously have gone undetected until they activated
 - Quality of strategic decisions made in the first 30–60 days of a new deployment or partnership
 - Team cohesion and shared situational awareness across cross-functional groups
 - Manager confidence in briefing and supporting teams entering complex environments
- The specific outcomes vary by context and cohort. ELFA works with programme sponsors to establish agreed outcome metrics before the programme begins.

Q What if a participant's context changes significantly during the programme?

- A** This is a feature of the programme, not a problem. Real operating environments are not stable — they change, and the ability to adapt is precisely what the programme develops.
- When a participant's context shifts mid-programme, their ELFA coach works with them to update their Stakeholder Influence Map, reassess their risk register, and adjust their Actionable



Context Plan accordingly. Field simulations are designed to replicate exactly this kind of disruption — so participants are prepared for it when it happens in the real world.

Q Is there ongoing support after the programme ends?

- A** Yes. All programme graduates receive access to the ELFA alumni practitioner network — a growing community of professionals committed to leading with contextual intelligence. The network provides ongoing access to practitioner resources, peer learning events, and the option to participate in advanced MAPS workshops and community facilitation. Alumni are encouraged to remain active in the community and to contribute their field experience to the collective knowledge base.
- Organisations that wish to extend individual coaching relationships beyond the 90-Day Review can do so through ELFA's continuing development offer.

Q Can the programme be customised for our organisation?

- A** Yes. While the five-phase structure and MAPS Framework are core to the programme's design and cannot be removed without compromising outcomes, ELFA customises the following elements for every cohort:
- The Context Diagnostic is tailored to the specific operating environment, market, or sector relevant to the organisation.
 - Simulations and case scenarios in Phase Two are drawn from the organisation's actual context — not generic industry material.
 - The manager alignment briefing in Phase Four is designed for the specific line management structure and performance context of the cohort.
 - The 90-Day Review outcome report is formatted to meet the reporting requirements of programme sponsors.
- Customisation is discussed and confirmed during the pre-programme scoping call.

Getting Started

Q How do we get started?

- A** Three steps:
- Schedule a scoping call with an ELFA programme lead. We confirm cohort size, organisational context, timeline, and format preference.



- Complete the organisational pre-brief — a short information-gathering process that informs the Context Diagnostic and ensures Day One is grounded in your actual operating reality.
- Confirm enrolment and issue the online introductory module to participants at least one week before Phase One begins.

Contact us at admin@edifyelfa.com or visit edifyelfa.com to begin the conversation.

Q How far in advance should we book?

A ELFA recommends booking at least six to eight weeks in advance of the desired programme start date. This allows adequate time for the scoping call, organisational pre-brief, coach assignment, and distribution of the online introductory module.

For larger cohorts (16+ participants), or for organisations requiring significant customisation, eight to twelve weeks lead time is preferred.

Open cohort enrolment operates on a rolling basis with published start dates. Individual enrolments can typically be processed within two to three weeks.

Q Who do we contact with further questions?

A Please reach out to the ELFA team directly:

- Email: admin@edifyelfa.com
- Website: edifyelfa.com
- Address: 500 – 4th Avenue SW, Suite 2500, Calgary, Alberta
- Office hours: Monday to Friday, 09:00–17:00 MST

We respond to all enquiries within one business day.