

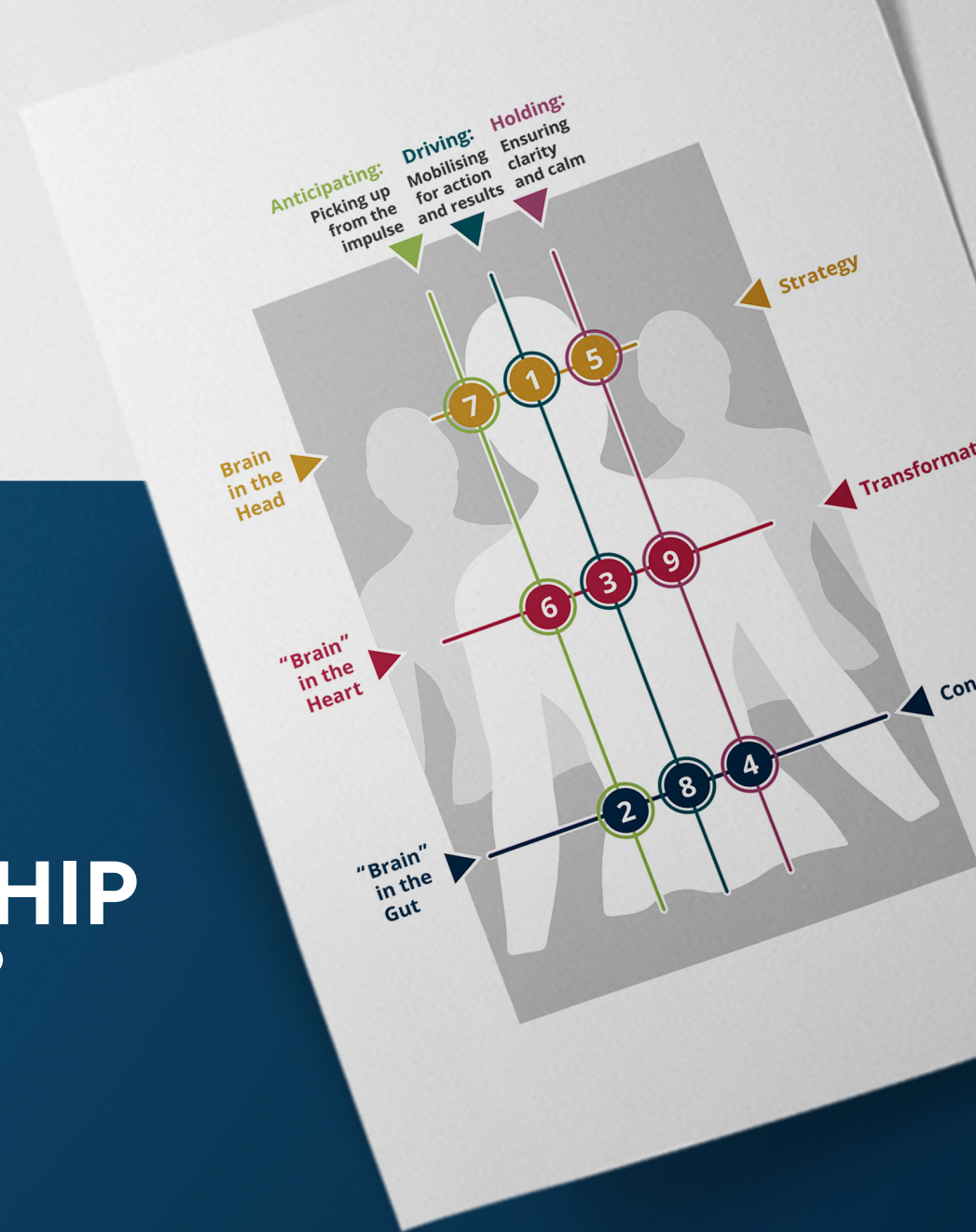


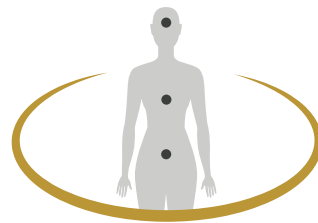
LEADERSHIP  
COEFFICIENT

WHITEPAPER

# EMBODIED LEADERSHIP STRENGTHS PROFILE<sup>©</sup>

AN EMBODIED METHOD  
FOR ASSESSING PEOPLE'S TALENTS





## EMBODIED LEADERSHIP STRENGTHS PROFILE®

### SUMMARY

Critical to the Collective Leadership approach developed by Leadership Coefficient is the body centered assessment methodology known as **Embodied Leadership Strengths Profile (ELSP) ©**. This paper describes **ELSP** for clients, prospective clients, and anyone curious to know more. It explains how ELSP assesses strengths, impacts individual and team performance, and prepares people for the higher level of leadership that is needed in a demanding and volatile world.

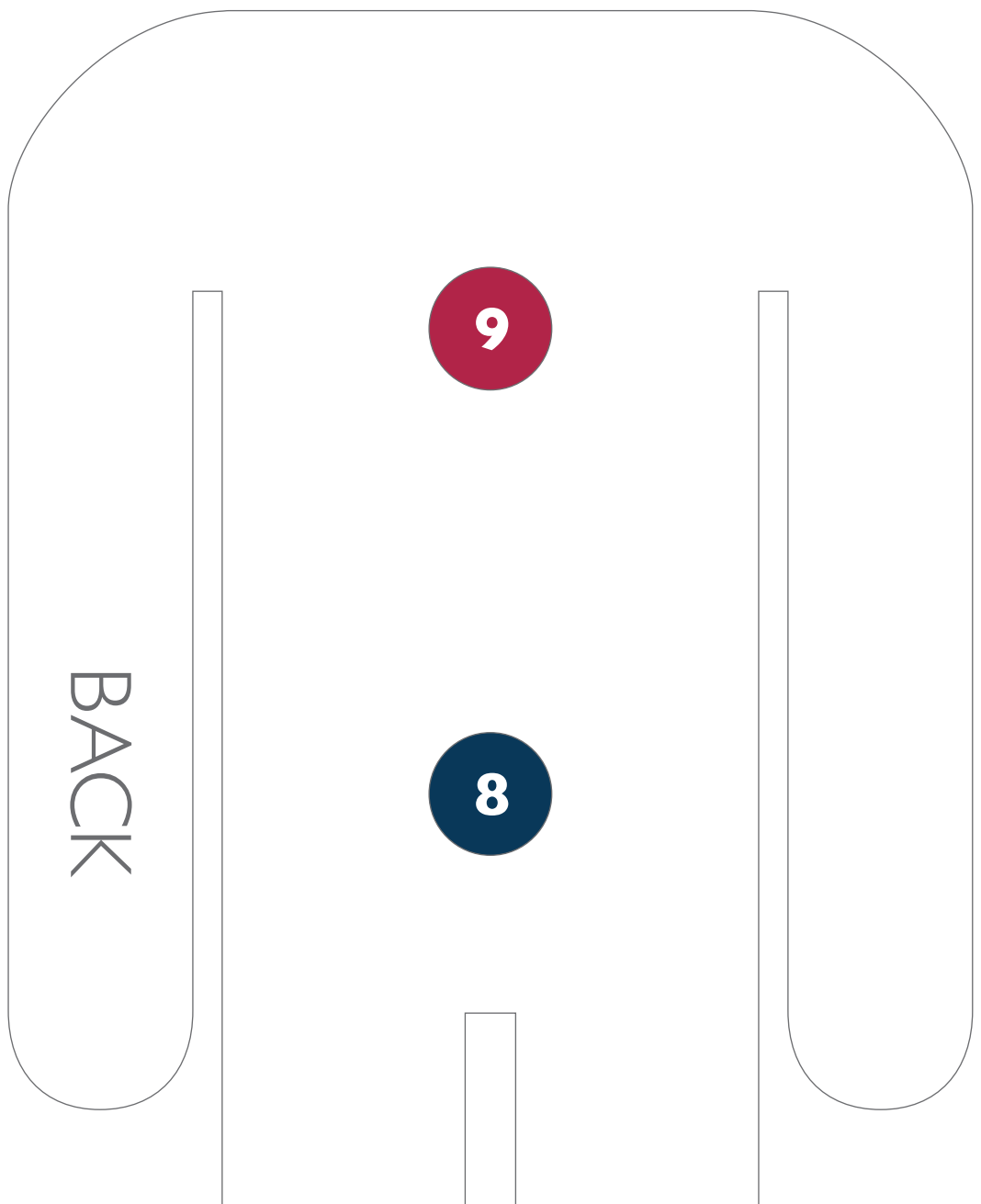
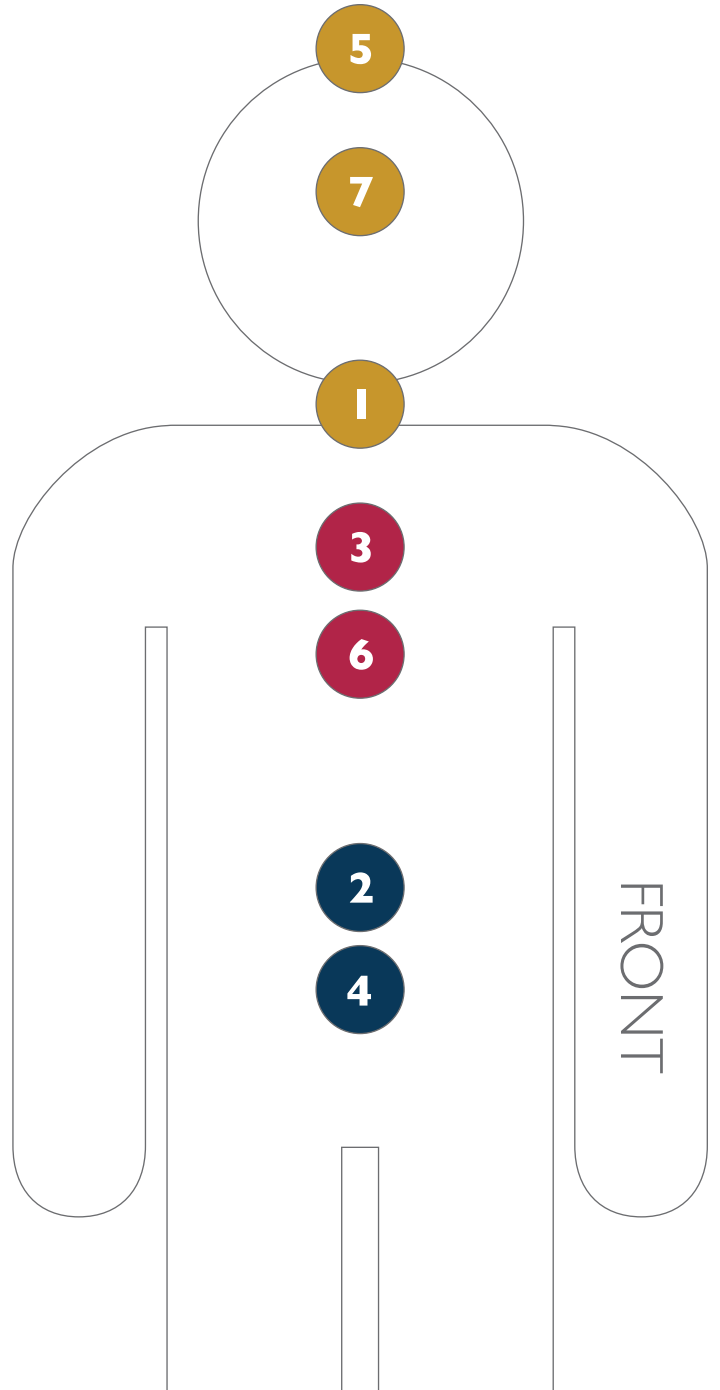
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# FOREWORD

**Leadership Coefficient is proud to present this paper about our proprietary assessment methodology Embodied Leadership Strengths Profile (“ELSP”). ELSP sparks many questions, not only because it is unique, but also because it creates such a high impact experience for both individuals and teams. It has already deeply impacted the lives of over 1,000 leaders around the globe. Many of them have encouraged us to claim our space in this new field of embodied leadership in service of personal, team and organisational development.**

Explained in the simplest way, ELSP is a profiling methodology to help you understand yourself, the people around you and the dynamics of your team. However, such a simple description greatly underplays how distinctive and innovative ELSP is.

So what is it really? It is a unique method of assessing people’s strengths, talents and preferences by connecting people to their full embodied intelligence in head, heart and gut. This capability is inside all of us, waiting to be accessed and released, if only we knew how. Our methodology is experiential and focused on wholeness, not on labeling people or putting them in boxes, and it powerfully creates visibility of the systems of which we are a part. These are what make it unique.

In this paper some of our early frontrunners share their experiences of ELSP: what it means to them, how they use it, and how it has impacted them professionally and personally. We hope that their words will help to explain ELSP as well as exciting your interest to learn more about how to grow your embodied capacity as a leader.

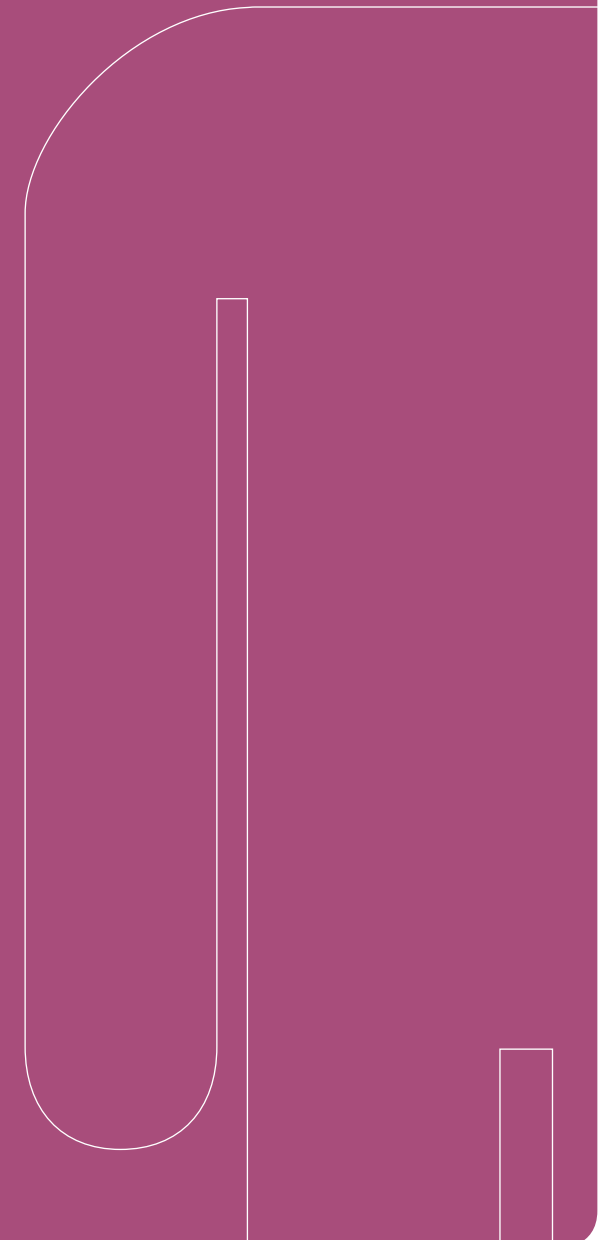
If you would like to experience ELSP, the team at Leadership Coefficient in Australia, and our Partners around the world, are ready to work with you. Our Partners have been pioneers in bringing the transformational power of ELSP into organisations: Mark Schipper and the team at Developland in the Netherlands and Western Europe, Anna Leong in Singapore, Cosmin Galu in Eastern Europe and Italy, and David Bennett in New Zealand.

*Jane Weber, Leadership Coefficient founder*



# EMBODIED LEADERSHIP STRENGTHS PROFILE

FAST EMBODIED INSIGHTS INTO  
DIFFERENT LEADERSHIP STYLES





**To begin with, Australian businessman Adam Degnan was deeply sceptical about the body-based assessment known as ELSP<sup>®</sup> - or Embodied Leadership Strengths Profile<sup>®</sup>. During the test, he even tried to 'trick the system' to prove its unsuitability for Enware, the manufacturing company he runs on the outskirts of Sydney.**

Not only was he unable to outwit the assessment, it also identified his strengths in a way he had never experienced before. His attitude changed immediately. 'It was the single most effective assessment opportunity I'd ever come across,' he says. 'It was so accurate and made so much sense. It informed me just how different I am to those around me. It gave me a framework to understand where I stood among my peers.'

The innovative ELSP technique, which identifies people's strengths by testing how much physical pressure they can absorb, standing in different postures, is central to Leadership Coefficient's specific approach to leadership development, offered under the name 'Collective Leadership'.

It gives people deep insights into their personal strengths and impact, and those of others in their team, which they can use to enhance the performance of the whole team.

The experience opened Adam's eyes to the disruptive impact of his high-energy work pace on those around him. 'Previously I was completely blind to this,' he says. 'The slow pace of one team member was driving me insane. Discovering our different profiles turned the whole thing on its head. I realised I was the one driving him insane! It was nothing short of profound.'

As Adam's comments demonstrate, the ELSP assessment provides immediate revelations about people's preferred leadership styles and how to work better together.

The methodology stands out from other types of leadership assessment in the following ways :

1. It uses information gained from the whole body - not just the brain - and supports people to grow into wholeness, integrating head, heart and gut intelligence.
2. It supports people to 'read the system' - the human dynamics within the whole team - and to lead using that knowledge.
3. It maps the constellation of profiles in a team to show how different strengths can be used to meet changing circumstances.

'ELSP starts with being aware of one's own and others' strengths, talents and challenges,' says Jane Weber, the founder of Leadership Coefficient. 'It continues by presenting a view of the whole team's strengths, talents and challenges.'

'By making their system visible, leaders become aware of how to intervene to achieve remarkable things together. No other leadership program that we know of is able to create this level of systems awareness and adaptability.'

Each distinctive feature of ELSP is explained in detail below and illustrated with examples of leaders who are using this approach in their teams and businesses. First, we look at how the assessment is carried out.

# HOW THE ELSP TEST WORKS

ELSP tests nine 'power centres' in the body, which represent nine different areas of strength. These are identified as follows :



**The test uses a martial arts approach. The ELSP practitioner and candidate stand facing each other, with their feet apart and one foot in front of the other to ensure they are both well grounded and balanced. The practitioner asks the candidates to concentrate all their attention on one part of their body at a time, for example, the solar plexus or the top of the head. Candidates are also asked to focus their eyes in a particular way for each posture, e.g soft focus, direct eye contact, or looking into the distance.**

Placing hands on the candidate's hands or shoulders, the practitioner starts to push, gradually increasing pressure, until either the candidate gives way or the practitioner can push no harder.

For the candidate, this is not about physical strength, or pushing back. It is about being centered and grounded. The postures in which the candidate is able to absorb the force of the practitioner while remaining solid and balanced represent his or her strongest centres - and greatest areas of talent. Those in which he or she quickly gives way are the lesser talents.

Many people describe the extraordinary experience of how in some postures they feel very little strength, while in others it feels as though nothing could ever push them over.

The assessment identifies four main areas of strength in each individual, and these make up their 'profile'.

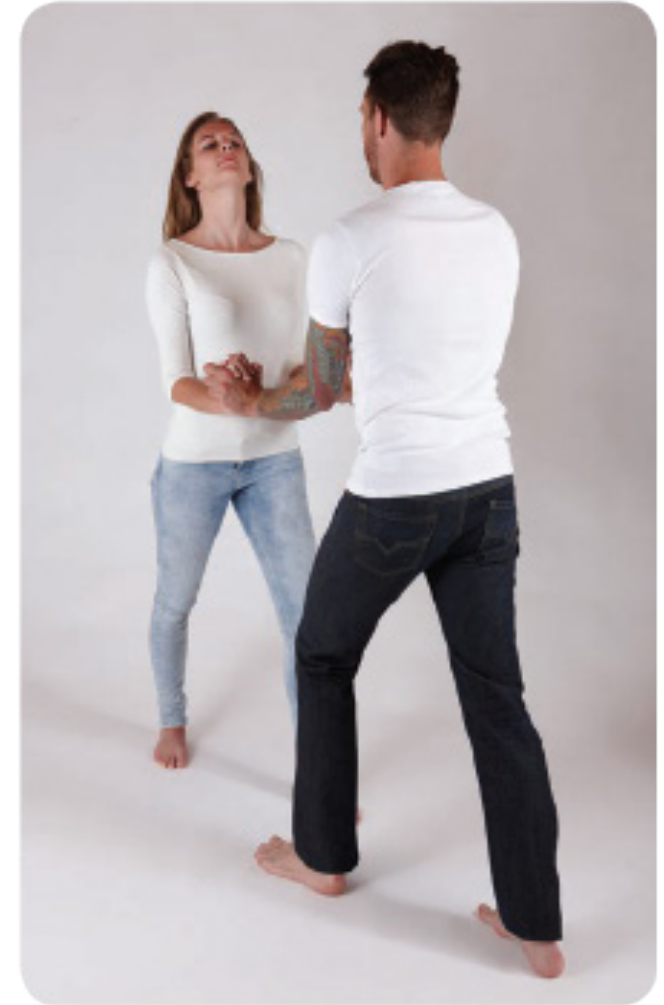
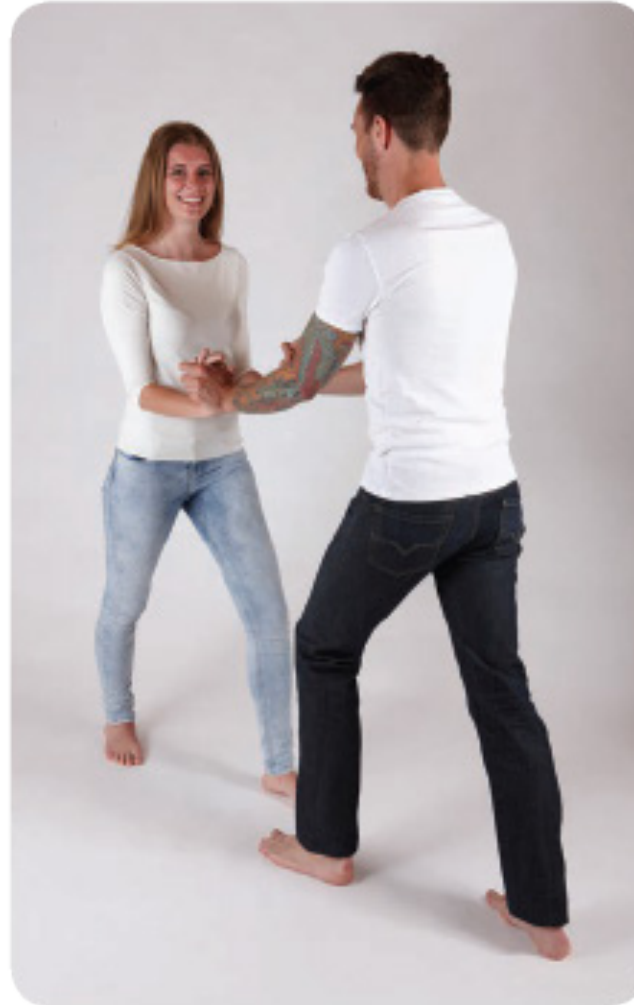
ELSP focuses on developing people's natural strengths - all nine are regarded as important for leadership teams - and also overcoming their 'shadow' side. The report explains the dynamics and characteristics of the talents that people naturally contribute, as well as the challenges that an individual may need to overcome, or work hard to keep under control, to contribute positively to the team.

Potential challenges for a strong Perfector (ELSP 1), for example, are a desire for control and a fear of failure, which can lead to underperformance. A strong Energiser (ELSP 3) needs to be acutely aware that it is a small step from deep insight to manipulation. An urge for results may lead a strong Manifester (ELSP 8) to become overly rigid and dominating.

Over 1,000 people from a wide range of organisations around the world have been assessed, creating a statistically valid database of experiential evidence about the methodology. Leaders at large and small companies are using ELSP to understand how best to coach and deploy their people.

We talked to various leaders about the impact that ELSP has had on them personally, on their close working relationships, and on the dynamics and performance of their teams. The profile of each person appears in brackets after their name, and there is a quick reference guide to the profiles on p. 10.

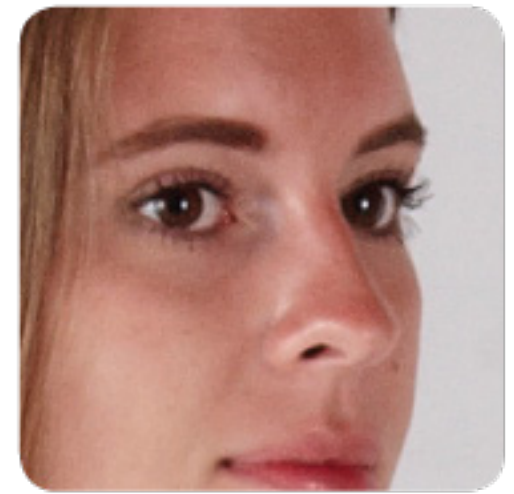
As our interviews show, ELSP offers an easy, non-judgmental language to describe people's natural preferences and the contribution they can make in different situations, such as forming a new team, strategic planning, addressing difficult work relationships, or transforming a business model.





**Testing body 'power centres' in different postures:**

The ELSP practitioner (right) and candidate (left) stand facing each other, with their feet apart and one foot in front of the other to ensure they are both well grounded and balanced. The practitioner asks the candidate to concentrate all her attention on one part of her body, in combination with focusing her eyes in a particular way. Placing hands on the candidate's hands (or shoulders - see left page), the practitioner starts to push, gradually increasing pressure, until either the candidate gives way or the practitioner can push no harder.



# THREE DISTINCTIVE FEATURES:

- 1** ACCESSING THE WHOLE BODY INTELLIGENCE FOR SPEED AND INSIGHT
- 2** LEVERAGING EACH OTHER'S PROFILES TO BE SUCCESSFUL
- 3** PROFILING TEAM STRENGTHS AND DYNAMICS TO SUPPORT STRATEGY, CHANGE AND INNOVATION

**The first distinctive feature of ELSP is that it works with the whole body intelligence rather than just relying on the brain to complete a personality questionnaire. 'Our body intelligence is extremely fast, faster than the head. When we learn something from a physical experience, we not only assimilate that learning much more rapidly, it also stays with us unforgettably,' explains Jane Weber (ELSP 1 2 5 9).**

When something is learned or felt within the body, just like a baby learning to take its first steps, or learning how to ride a bicycle, it is never forgotten.

Because the ELSP test is, unusually, centred on the body, the prospect of doing it often raises questions or doubts in people's minds. People have become used to answering questionnaires. With a questionnaire, sometimes the ego steps in with the answers. But in an ELSP test the body cannot lie. The body-based assessment has proven to be extremely accurate, reliable and consistent over time.

Any doubts are generally quickly dispelled when individuals receive their own assessment and see those of their team-mates. They can be literally flabbergasted by the accuracy. People who work together all the time know each other extremely well, of course, so, in a team, the test is instantly validated by the members, often with amazement. In many cases, the results of the assessment provide new insights both about oneself and others that reveal answers to pondering questions about relationship dynamics that might previously have been puzzling.

Whether people approach it with curiosity or scepticism, ELSP can produce life-changing revelations, causing them to open up to talents and strengths that they were previously unaware of, or to appreciate differences more deeply. This, in turn, can cause people to start playing a wider range of roles at work, or to show up and contribute their talents differently and with greater effect.

We stress the significance of these self-discoveries. Understanding your strengths, and the value that your talents can bring to the team, is tremendously empowering and creates the confidence to step in and contribute. This is a core driver of Collective Leadership.

Often people hide or play down one of their strengths because they assume it is unimportant, or because circumstances cause them to emphasise a different trait more typically associated with leadership.

Katherine Woodhouse (ELSP 2 6 7 9) is the UK-based Director of Quality for Skanska. She says she hid her Integrator (ELSP 9) until she discovered ELSP and Collective Leadership. 'I'm a primary Affiliator (ELSP 2), but I have learned to embrace my ELSP 9,' she says. 'People like having the Integrator around, but it's not usually recognised as a leadership strength. It was cathartic to realise that my inclusiveness is powerful, and a required leadership trait that builds better teams and performance.'

ELSP provides a more rapid view of personal and team strengths and development opportunities than most paper-based assessments. The impact of the felt body experience, and the observation of others at a body essence level, speed the assimilation of insights. The result is fast adoption in teams, with learning and insights that are much "stickier".

**The second differentiating feature of ELSP is that it trains people to lead by gaining a deep understanding of the dynamics of the whole team, in addition to their own profile. 'Being aware of and knowing how to leverage your own strengths, and the strengths of each team member, are critical factors in collective leadership,' says Jane Weber (1 2 5 9). 'When team members understand one another in this way, collective performance increases.'**

It is important to state that ELSP profiles are constant over time, and that people can develop their areas of strength. Which of their strengths they use at a particular time depends on the context. For example, an individual with a strong Perfector (ELSP 1) and Thinker (ELSP 5) would use ELSP 1 to make fast business decisions, then switch into ELSP 5 for deep exploration and learning, depending on what is needed in a certain situation.

Understanding the nuances of one's own profile is a first step. The next is to understand and work with the profiles of other people.

The ELSP assessment is the starting point for better collaboration. It becomes fascinating to work on the interactions between the different profiles. People become acutely aware that they need profiles different from their own in order to accomplish various tasks. Using insights from ELSP, they can readily see for themselves which people bring value to them, because their preferences are different from, and complement, their own, and also how they can bring value to other people. These insights are pivotal to Collective Leadership.

Having the right combination for different tasks - whether it is developing strategy, innovating for change, leading transformation, or working on execution - is extremely valuable. Success is derived from having people with different talents / profiles working together to accomplish the various tasks.



The third distinctive feature of the ELSP methodology is that it maps the constellation of profiles within teams to show how different strengths can be used to address changing circumstances. Leaders use these visual maps to meet business needs, whether developing a strategy, leading transformation, or consolidating change.

‘Our sophisticated team constellation models provide different lenses on the team, revealing various aspects of its make-up and dynamics,’ explains Jane Weber.

‘Three triads within the system of nine dimensions link people with similar preferences. These represent distinct aspects of leadership: developing strategy, leading transformation, and consolidating for operational strength, linked to the three “intelligence centres” in our body.

We call this the Team Constellation Model © . Another model, the Coherence Model © , maps multiple talents across a matrix, layering strategy, transformation and consolidation energies with anticipating, driving and holding energies.’

A more advanced ELSP team model, the Leading Change Model © , focuses on key aspects of leading innovation and change. This model unfolds the dynamics that operate within a team engaged in change efforts, providing powerful insights into how most effectively to accomplish complex tasks through leading collectively.



Jane Weber (ELSP 1 2 5 9)  
Leader Coefficient, Director



Johanne Greenwood (ELSP 1 2 3 7)  
Schneider Electric, Program Director



Jason Hinds (ELSP 4 2 3 7)  
Enware, R&D Manager



Katherine Woodhouse (ELSP 2 6 7 9)  
Skanska, Director of Quality

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# DEVELOPING LEADERS WITH HIGHER-LEVEL SKILLS

**To deal with the complexity and volatility of the world, leaders must do more than simply develop horizontally by accumulating more of the same type of skills and knowledge. Today's challenges call for 'vertical development', as Nick Petrie of the Center for Creative Leadership ("CCL") has argued. This means developing 'the ability to think in more complex, systemic, strategic, and interdependent ways'.**

Adult learning is typically focused on the brain. Accessing and using the information from our whole bodies is a powerful way to develop vertically. For many people, it is challenging to show vulnerability and accept turbulent emotions. But ignoring or avoiding these unsettling emotions prevents us from accurately sensing things, so we don't pick up signals from human dynamics and the broader environment as well as we should. This is essential in order to be attuned to the collectives we are part of and our emerging future.

Developing higher-level skills, important in itself, is also becoming more urgent as advances in artificial intelligence dramatically alter the landscape of work. Many experts argue that inter-personal skills will become increasingly valuable as machines take over complex tasks previously done by people. These important human skills include creativity, empathy, sensing group dynamics, and being able to inspire others. It is well accepted that, however smart you are, your emotional intelligence and adaptability are greater determinants of your effectiveness than your cognitive intelligence.

As the model was developed, Jane Weber became convinced that accessing information from the heart and gut areas as well as the head would enable people to cope better with complexity. They would be more intuitive, open to different perspectives, and better at empowering others to step into leadership to achieve collective goals. 'This provides exciting new levels of awareness and insight,' says Jane.

This whole-body approach attracted the attention of Nick Petrie when he was researching for a paper on vertical leadership development. 'The most thought-provoking idea I came across in this research was that our memories, fears, and ambitions are not just stored in our head but carried in the cells of our bodies,' he says 'The body has been neglected in leadership development. I have a strong feeling that will change.' Leadership Coefficient has collected extensive data about the impact of ELSP from testing, observing and interviewing people in different team settings. Their methodology draws on both ancient and modern approaches, including the chakras of Indian spiritual thinking, the martial art of Aikido, and the nine personality types of the Enneagram model of the human psyche.

Each of the nine ELSP strengths is located in one of three 'information centres' in the body - head, heart and gut. Some people's profiles have predominantly head, heart or gut strengths, while others have strengths across all three information centres.

The developers also discovered a preferred pace and rhythm for each profile dimension, e.g working in rapid, short bursts of activity, or working at a slow, steady pace. On top of this, they observed that each dimension was associated with a preferred 'operational energy' - anticipating, driving or holding energy.

Different types of energy can complement each other in working relationships. For example, a person with a high driving energy will predominantly mobilise people for action and results. Another person with more anticipating or holding energies will be good at picking up signals and connecting people or bringing clarity and harmony to a team. These different energies, or talents, provide an effective counter balance when leaders are able to work together effectively.

ELSP makes it easier for people with such different profiles to understand and balance each other for mutual benefit. For example, the forceful energy of the driver, focused on execution, is well complemented by the calm and creativity of the holding energy, delivering problem solving and insights into team dynamics. Together two such leaders can be highly effective in making the interventions needed to keep the team productive and performing.

## Emerging research on body intelligence

Recent research reveals the significance of different information centres in the body for understanding personality.

'Medical and neuroscience research show that we have powerful neural networks that form "information centres" or "intelligence centres" in our chest and abdomen areas, as well as in the brain,' says Jane Weber. 'Most of us do not know how to access these centres, yet we can be far more effective at finding answers when we are able to use our whole body intelligence.'

This is supported by growing evidence about the role of the vagus nerve, a major nerve with branches reaching virtually all parts of the body from the throat to the gut, which appears to play an important part in human responses and preferences.

See the Porges Polyvagal Theory  
[www.ncbi.nlm.nih.gov/pmc/articles/PMC1868418](http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1868418)

Over 80% of messages transmitted by the vagus nerve go from the body to the brain, so the body tells the brain what is happening, not the other way round. See also [www.jneurosci.org/content/34/21/7067](http://www.jneurosci.org/content/34/21/7067)

For further reading on gut and heart intelligence, you can also visit [www.scientificamerican.com/article/gut-second-brain](http://www.scientificamerican.com/article/gut-second-brain) and [www.heartmath.org/research](http://www.heartmath.org/research)

CASE STUDY

# EMOTIONALLY INTELLIGENT LEADERSHIP

**Katherine Woodhouse** (ELSP 2 6 7 9)  
Skanska, Director of Quality

**Johanne Greenwood** (ELSP 1 2 3 7)  
Schneider Electric (former), Program Director

**The power of the insights gained through ELSP helps to develop more intelligent leadership. It acts as an aid to understanding what is going on beneath the surface, rather than jumping to quick conclusions. Johanne Greenwood ( ELSP 1 2 3 7) and Katherine Woodhouse (ELSP 2 6 7 9) have worked together in different companies, including Schneider Electric, and took part in the same Collective Leadership Program in Europe.**

They have used their complementary strengths to give each other trusted feedback, and have together drawn on ELSP to increase their insight into the dynamics of the teams in which they have operated, even when they do not know the personal profiles of each team member.

With the Perfectionist (ELSP 1) as her primary dimension, Johanne knows that she sets very high standards for herself and others. But ELSP has shown her that other people have different ways of operating that should not be dismissed. When a member of her team failed to respond to repeated requests for information on a troubled project, she realised it might be because the woman had a very different profile from her own.

'I couldn't figure it out, and I was questioning her competence,' Johanne recalls. 'Then I realised that she was probably a strong Validator (ELSP 4): systematic and marching to the beat of her own drum. Instead of writing her off, I found a way of getting her to deliver, but doing it in her own way. I gave her the space to be confident that she wasn't trapped. She really developed a lot after that.'

Katherine says that leadership based on ELSP is about acceptance. 'It allows you to see what you bring as positive, and creating value. You can also accept other people for not being perfect. It creates a kinder, more human place where people can truly contribute. This is the power of it.'

CASE STUDY

# TRANSFORMING A BUSINESS

**Adam Degnan** (ELSP 3 6 7 8)  
Enware, CEO

**Jason Hinds** (ELSP 4 2 3 7)  
Enware, R&D Manager

**Enware is an Australian family business of 200 people that is run by Adam Degnan (ELSP 3 6 7 8). The company's long-term strategy is to transform itself from an 80-year-old manufacturer of taps and valves into a designer of high-tech water delivery and management systems.**

Adam recognised that he needed someone who could devote time to developing the new water delivery systems, as his own strengths lay in driving rather than consolidating change. The ELSP methodology revealed that his colleague Jason Hinds (ELSP 4 2 3 7), as a strong Validator (ELSP 4), was ideal for the role.

However, the day-to-day demands of the business were preventing Jason from deploying this strength to the full. Instead, he was using his Affiliator (ELSP 2) and Energiser (ELSP 3) to connect and motivate people for change. They agreed that Jason should spend part of each week at a hub for start-ups at Wollongong University, south of Sydney, where he would be free to focus on designing a robust new business model.

'While he's there, I'm inside the business pushing the idea with the board and energising people, so that everyone is ready to go when we get the validation,' Adam says. 'Both Jason and I are working to our strengths, separately but towards a single goal.'

'This redeployment enabled the company to overhaul its sales strategy, avoiding the mistake of developing new technology while selling it through old distribution channels,' Jason says. 'As a long-established business, we needed to learn how to be agile and take some risks.'

Adam explains the value of the Leading Change Model created by Leadership Coefficient in showing each person's strengths and preferred areas of contribution, for example in vision and strategy, or in implementation and growth, and supporting the creation of suitable project teams for each stage of transformation.

'I had the Leading Change poster on my wall, and another one in the main office area, and then my assistant removed it because I asked her to make several laminated copies and distribute them to my top team,' he says.

'When it was gone I felt lost, and I realised how much I was using it. If I wondered: Why is this person behaving like this? I would check it for their ELSP dimensions. It gives me an immediate understanding of their strengths and where they like to contribute, and reminds me that the person is not actually being reactive at all, it's just their strength and natural contribution, albeit if perhaps sometimes the wrong contribution at the wrong moment. That made me less judgemental.'

Adam strongly advocates the power of ELSP to defuse tension and build trust in a team. 'The typical reaction that occurs when team dynamics get intense is probably a bit negative,' he says. 'You shut down, you exclude people, you put blockers, you get frustrated. ELSP gives you the ability to understand these dynamics and react positively to them. If you do this, the benefits are enormous.'

IN CONCLUSION



**This paper reflects the impact of ELSP within organisations. Leading our clients in this work has been an exciting and rewarding experience for Leadership Coefficient. We have the privilege of seeing at first-hand how leadership teams transform the way they work, communicate and collaborate together, and we experience with them the inspiration and fulfilment of it all, both at an individual and whole system level.**

Leadership Coefficient is continuing to develop the ELSP methodology, building software, conducting ongoing research and analysis of results, and developing insights. While we have been working with embodied leadership for 10 years now, this is still a new field and there continues to be much to explore, learn and apply. We find it as exciting as our clients do.

Looking ahead, there is one thing we know for sure: The most direct path to help adults develop and evolve will be through their bodies, not their heads!

## **WHO WE ARE**

At Leadership Coefficient we are experienced consultants, facilitators and certified coaches. Our global team members have broad business backgrounds and international experience in senior corporate roles. In particular we are practitioners in the work of the Coaches Training Institute, the Center for Right Relationship and the Presencing Institute for Theory U.

Leadership Coefficient is based in Australia, with partners located across Europe and Asia Pacific. For specific country contacts, please visit [Leadership Coefficient - Global Offices](#).

For further insights into collective leadership best practice, please visit [our website](#).

Our focus will remain on developing tools, techniques and best practices to help people access information from their bodies that supports their leadership. Through this, we can support leaders to truly grow their individual and collective performance. Our ELSP software offering is a powerful tool supporting organisations to gain insights into their human systems and make talent deployment decisions.

We invite you to take a fresh look at how you are developing your leaders today and validate whether your programs are at the leading edge: containing elements that include leadership embodiment and systems thinking, in ways that can take your leaders, teams and organisations to the next level of human consciousness and performance.

We would like to acknowledge the many people whose vision and inspiration have supported us. We appreciate your encouragement and faith in us. In particular we would like to acknowledge our early clients, who were true leaders in this new field, many of whom agreed to be interviewed for this paper.

As well, we would like to acknowledge our team of partners and affiliates at Leadership Coefficient, who saw the potential for ELSP right from the start and pioneered with us in the early days, in particular Mark Schipper in the Netherlands and Ruta Asimus in Australia. We also acknowledge our broad team of accredited ELSP Practitioners across Asia Pacific and Europe who have shown such commitment to the task of bringing ELSP to our clients around the world.

Embodied Leadership Strengths Profile®  
An embodied method for assessing people's talents



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