

Core Energy Coaching™'s Impact on Work Satisfaction, Financial Gain, and Management Promotions

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Introduction

A decade ago, professional coaching was primarily considered a competitive strategy for executive leaders and other business managers. Today, people of all job levels and economic sectors are hiring certified coaches to increase their potential for success. To date, there has been little empirical research on how coaching impacts a worker's bottom line. This paper presents the findings from a quantitative study that investigates the impact of Core Energy Coaching™ on work satisfaction, income level, promotions, and financial success. The study was sponsored by iPEC, an international coaching company that provides specialized coach training programs and leadership development services to clients in over 130 countries.

Core Energy Coaching™ is a process developed at iPEC that constructively influences and supports beneficial changes in the mindset, emotional reactions, and behaviors of leaders and managers, individual workers, and entire organizations. The coaching methodology is based on the two-fold understanding that people are energetic beings and the quality and amount of energy a person can access impacts their potential to pursue goals and experience fulfillment. Core Energy Coaching™ draws from six dimensions of human experience: spiritual, mental, emotional, physical, social, and environmental – each of which may support or obstruct the flow of energy through our mind and body at any given moment.

In the model created by Bruce D Schneider, founder of iPEC, Master Certified Coach, and best-selling author, there are two primary expressions of energy: *Anabolic* Energy, which is constructive, fueling, creative, healing, and expansive; and *Catabolic* Energy, which is destructive, draining, and resistive. The key to achieving greater well-being and high performance at work – and at home – lies in learning to decrease your expression of constrictive Catabolic Energy while increasing the natural flow of expansive Anabolic Energy.

Prior studies on Core Energy Coaching™ have shown that being fully conscious of how one shows up energetically is associated with increased potential in all areas of life.^{1,2} In the business world, when leaders can productively harness their energy and train their employees to do the same, people and companies change for the better. Office relationships improve and

¹ Zajonc Corporation (2014). Replication Study: Factor Revealed for Determining Success in Work and Life. K. Barrington & J. Park.

² iPEC. (2018a). Your Core Energy Determines Your Life Potential. L. Waldorf.

productivity rises. Workers at all levels are empowered and motivated to achieve or surpass goals and benefit by feeling more effective and satisfied.³

The study described in this paper explores how the process of becoming conscious of one's energetic expression can lead to a higher level of satisfaction at work and financial gain.

The investigation is based on response data from one of iPEC's signature leadership development tools, the Energy Leadership Index™ Assessment (ELI). It is an online, self-rating survey that measures a coaching client's Average Resonating Level of Core Energy (ARL). The ELI assessment contains 70 items that measure Core Energy with scaled response choices ranging from *Completely Disagree* to *Completely Agree* on a five-point scale. It also has 14 items that measure an individual's level of life satisfaction – nine of which are components of this study. These items have a six-point response scale from *Completely Unsatisfied* to *Completely Satisfied*. Since 2010, the ELI has been completed by over 100,000 people around the world who have worked with an iPEC-trained coach who is a certified ELI Master Practitioner.

The report generated from completing the ELI provides a multi-level perspective of how a coaching client's attitudes, beliefs, and thoughts influence their emotional and behavioral tendencies under ideal conditions and when under stress. Through discussing the report with their coach, the client becomes aware of the amount and type of energy present for them in both scenarios. Many clients begin to make connections between the Catabolic Energy in their stress reaction and the Anabolic Energy that is always available and at their disposal. This information can be used to customize a coaching program that supports a client in becoming more conscious of and better at managing their Core Energy throughout the day. This process allows them to access their highest potential on a more consistent basis and positively influence the energy of those around them.

A 2018 Core Energy study based on ELI responses provided the first empirical evidence of a statistically significant relationship between an individual's Average Resonating Level of Energy, leadership promotions, financial gain, and level of life satisfaction.⁴ The scope of the study was restricted by the size of the ELI response database at the time and the number of cases that met the research parameters ($N = 259$). The current study draws from nine years of response data and includes more than four times as many coaching clients. It was designed to verify the results from the earlier study and investigate how Core Energy Coaching™ contributes to a client's work satisfaction and financial success.

Study Design

³ Schneider, Bruce D (2022) *Energy Leadership: Transforming Your Workplace and Your Life from the Core*, 2nd edition, John Wiley & Sons, Inc.: Hoboken, New Jersey.

⁴ iPEC (2018c). Raising Your Core Energy Can Lead to Financial Gain. L. Waldorf.

The study has three areas of focus: (1) investigating the impact of Core Energy Coaching™ on a client's Average Resonating Level of Energy (ARL), (2) exploring the relationship between an increase in ARL and a client's level of satisfaction with work, and (3) Identifying specific Core Energy Coaching™ outcomes that contributed to financial gain. The study had a quantitative research design that consisted of a series of comparative analyses based on ELI response data collected between March 2013 and December 2021.

There were 1,305 coaching clients included in the study, each of which was employed full-time in a range of jobs and roles, had an annual income between \$25,000 and \$300,000, and resided in the United States. Each client completed a baseline ELI assessment before working with a Core Energy coach and then completed the assessment again as a follow-up measure after receiving anywhere between 12 weeks and 24 months of coaching. The ELI responses from all clients who met these criteria were included in the study's dataset.

Within the study population, there were 865 women (66.3%) and 440 men (33.7%), all between the ages of 25 and 65 when they completed their baseline ELI. Of the group, 62.3 percent had management positions and 37.7 percent had non-management positions as white or blue-collar workers. Approximately four out of five held a four-year college or post-graduate degree. In the practice of Core Energy Coaching™, clients typically work with their coach at least once or twice a month during longer contracts and once a week during shorter contracts (6 months or less).

The principal research questions for the study were:

RQ 1. How did Core Energy Coaching™ affect clients' Average Resonating Level of Energy?

RQ 2. How did Core Energy Coaching™ affect clients' level of satisfaction at work?

RQ 3. How did Core Energy Coaching™ affect clients' financial success?

The working hypothesis for the research was that there would be a statistically significant change in clients' average resonating level of energy, level of satisfaction with work, income level, and financial success after working with a Core Energy coach. The null hypothesis was that there would be no significant change found when comparing the clients' baseline ELI results with their follow-up ELI results.

The comparative analyses were conducted using three sub-groups: (a) 920 clients who had received between 3 and 12 months of Core Energy Coaching™ and completed the ELI twice, (b) 478 clients who received between 13 and 24 months of coaching and completed the ELI twice, and (c) a sub-group of 93 clients who received between 13 and 24 months of coaching and who completed the ELI three times – as a baseline measure, after a year of coaching, and again after two years.

By using a quantitative approach to explore relationships between items, or variables, on the assessment, it is possible to identify shifts in the clients' response patterns from their baseline

ELI to their follow-up ELI that can be attributed to working with a Core Energy coach. It is also possible to determine which variables explain those changes. The results from the comparisons make it possible to determine the impact of working with a coach with special consideration for the length of the association. The findings from the study are reported in order of the research questions and are followed by a discussion of the outcomes and research limitations.

Findings

Research Question 1: *How does Core Energy Coaching™ affect a client's Average Resonating Level of Energy?*

To assess whether there was a measurable change in the coaching client's Averaging Resonating Level of Energy (ARL) after receiving coaching, a paired-samples t-test was conducted comparing the ARL value on their baseline ELI with the ARL value from their follow-up ELI. A second paired-samples t-test compared each client's satisfaction self-ratings of *Energy Level* before and after coaching. The results are presented separately for each sub-group of clients.

First-year clients. Among the 920 respondents who received between three and twelve months of coaching, there was a large, statistically significant increase in the mean ARL from 3.20 (baseline ELI) to 3.45 (follow-up ELI) on the 7-Level Energy Leadership Index.⁵ There was also a reciprocal drop in restrictive, draining Catabolic Energy. As a result, most clients would have felt they had more anabolic, constructive energy at their disposal. This was confirmed by higher satisfaction ratings in *Energy Level*, which significantly improved from a mean rating of 3.89 to 4.33 (6-pt. satisfaction scale).⁶

This information can be used to customize a coaching program that supports a client in becoming more conscious of and better at managing their Core Energy throughout the day. This process allows them to access their highest potential on a more consistent basis and positively influence the energy of those around them.

The most notable increases in ARL occurred after seven months of coaching, as was found in the 2018 study.⁷ The time frame can be explained by the Core Energy Coaching™ process. Once clients have received and discussed their baseline ARL report with their coach, they become increasingly aware of how they use their core energy in various life scenarios. As they go through coaching, their consciousness shifts as they evaluate, reflect and learn about their energetic makeup based on their experiences within the Core Energy Coaching™ philosophy and framework. Those "evaluate and learn" moments in coaching create awareness and have a cumulative effect. For many, the growth in consciousness that is stimulated through Core Energy Coaching™ often has a powerful, immediate impact on a client's thinking and behavior. For

⁵ 7-level Energy Leadership Index. $p < .001$, Cohen's $d = .76$.

⁶ 6-pt. satisfaction scale. $p < .001$

⁷ iPEC (2018c). Raising Your Core Energy Can Lead to Financial Gain. L. Waldorf. p. 4.

others, becoming conscious of one's energetic expression initiates a more gradual growth process.

Second-year clients. Similar positive results were found with the 478 clients who continued working with a coach and completed their second ELI between 13 and 24 months after their baseline assessment. In this group, the mean ARL showed a modest, statistically significant increase from 3.27 to 3.44.⁸ These clients also reported a significant change in *Energy Level*, with a mean rating increase from 4.06 to 4.24.⁹

The significant increase in mean ARL from the beginning to the end of a coaching contract – whether it was one or two years in length – suggests that the increase is attributable to working with a Core Energy coach. After working with a Core Energy coach, most clients became more conscious of their energetic make-up, increased their ability to access higher anabolic states at will, and as a result, experienced a higher level of satisfaction with the energy at their disposal.

Sequential ELI clients. In the sub-group of 93 second-year clients who submitted three ELIs, there was a statistically significant change in their ARL each time they completed the assessment: the mean increased from 3.19 (baseline) to 3.33 (first-year follow-up) to 3.47 (second-year follow-up).¹⁰ Their reported level of satisfaction with *Energy Level* also increased from 3.85 to 3.97 to 4.00. These results are evidence of the incremental and positive growth that can be experienced through working with a Core Energy coach over time. The rising ARL is indicative of clients' evolving consciousness and increasing ability to shift their energy to higher anabolic states and operate from a more productive mindset.

Research Question 2: *How does working with a Core Energy coach impact clients' level of satisfaction at work?*

The ELI assessment measured seven components of a client's level of satisfaction at work: *Leadership Ability, Work Relationships, Level of Engagement at Work, Communication Skills, Productivity, Time Management, and Work/Life Balance*. The clients rated their level of satisfaction with each component on their baseline and follow-up ELIs. Paired-samples t-tests were conducted to calculate the difference in mean ratings. Stepwise regressions were also performed to determine which components explained the change.

First-year clients. Among the 920 clients who received up to 12 months of coaching, the mean overall rating across the seven Work Satisfaction components increased from 4.19 (baseline) to 4.56 (follow-up). This represents a moderate, statistically significant change in *Overall Work Satisfaction*.¹¹ There was a statistically significant increase in satisfaction level for every

⁸ 7-level Energy Leadership Index. $p < .001$, Cohen's $d = .53$.

⁹ 6-pt. satisfaction scale. $p < .001$.

¹⁰ 7-level Energy Leadership Index. $P < .001$.

¹¹ 6-pt. satisfaction scale. $P < .001$; Cohen's $d = .56$.

component, as shown in Table 1. The greatest increases in satisfaction were found in *Work/Life Balance* (0.50) and *Time Management* (0.43).

A stepwise regression analysis revealed that the main predictors of the higher Work Satisfaction ratings were the *Increase in ARL* from the baseline to the follow-up ELI ($R^2 = 0.38$, $P < .001$) and the increase in their reported satisfaction with *Energy Level* ($R^2 = 0.11$, $P < .001$). These two factors explained approximately half of the increase in *Overall Work Satisfaction* ratings across the seven components (49.1%).

Second-year clients. Among the 478 clients who received between 13 to 24 months of coaching, their mean self-rating for *Overall Work Satisfaction* increased from 4.38 to 4.52.¹² While the degree of change was less pronounced than among first-year coaching clients, the group of second-year clients had higher average satisfaction ratings on their baseline ELI. This analysis may have been impacted by a ceiling effect.

Table 1. Change in Work Satisfaction, Year 1 (6-point scale, $n = 920$)

Work Satisfaction Components	Baseline ELI Self-Ratings, Mean (SD)	Follow-up ELI Self-Ratings, Mean (SD)	Mean Change	Significance Level
Overall Work Satisfaction	4.19 (0.69)	4.56 (0.66)	0.37	$P < .001$
1. Work/Life Balance	3.80 (1.21)	4.30 (1.11)	0.50	< .001
2. Time Management	3.88 (1.11)	4.31 (0.99)	0.43	< .001
3. Productivity	4.22 (1.01)	4.61 (0.91)	0.39	< .001
4. Leadership Ability	4.19 (0.89)	4.55 (0.83)	0.36	< .001
5. Communication Skills	4.42 (0.97)	4.76 (0.86)	0.35	< .001
6. Level of Engagement at Work	4.37 (1.09)	4.67 (0.97)	0.30	< .001
7. Work Relationships	4.46 (0.86)	4.72 (0.79)	0.27	< .001

As shown in Table 2, the change in mean rating was statistically significant for each Work Satisfaction component except *Level of Engagement at Work*. After the second year of coaching, the largest increases in Work Satisfaction were again found in *Work/Life Balance* (0.32) and *Time Management* (0.18).

Table 2. Change in Work Satisfaction Factors, Year 2 (6-point scale, $n = 478$)

Work Satisfaction Components	Baseline ELI Self-Ratings, Mean (SD)	Follow-up ELI Self-Ratings, Mean (SD)	Mean Change	Significance Level
Overall Work Satisfaction	4.38 (0.69)	4.52 (0.67)	0.14	$P < .001$
1. Work/Life Balance	3.96 (1.17)	4.28 (1.09)	0.32	< .001
2. Time Management	4.09 (1.13)	4.27 (1.03)	0.18	< .001
3. Productivity	4.42 (0.98)	4.50 (0.96)	0.09	< .05
4. Leadership Ability	4.42 (0.83)	4.53 (0.81)	0.11	< .01

¹² 6-pt. satisfaction scale. $P < .001$; Cohen's $d = .26$.

5. Communication Skills	4.54 (0.94)	4.68 (0.90)	0.14	< .001
6. Level of Engagement at Work	4.60 (1.01)	4.65 (0.94)	0.05	---
7. Work Relationships	4.61 (0.83)	4.73 (0.79)	0.12	< .01

The results of the regression analysis revealed that the two ELI variables that significantly contributed to the increase in Work Satisfaction ratings were the increase in satisfaction in *Energy Level* ($R^2 = 0.22, P < .001$), and the *Increase in ARL* ($R^2 = 0.09, P < .001$). The factors explained almost one-third of the increase in satisfaction across the factors for the second-year clients (31.3%).

Other ELI variables included in the regression models did not affect the satisfaction levels reported by either group of clients. These included the *Length of the Coaching Program*, *Baseline ARL*, *Follow-up ARL*, *Role Level*, and *Income Level*.

Sequential ELI clients. In the sub-group of clients who completed the ELI three times, their self-ratings on the Work Satisfaction components increased incrementally. As shown in Table 3, the overall mean rating significantly increased from 4.14 to 4.24 in the first 12 months of coaching, then increased again to 4.37 in the next 12 months.¹³ These results indicate that as the clients' ARL increased over time, so did their level of satisfaction at work. For this group, the largest increases in satisfaction were found in *Leadership Ability* (0.32), *Communication Skills* (0.31), and *Work/Life Balance* (0.28).

Table 3. Change in Work Satisfaction Factors Over Time (6-point scale, $n = 93$)

Work Satisfaction Components	Baseline ELI Self-Ratings, Mean (SD)	Year One Follow-up ELI Self-Ratings, Mean (SD)	Year Two Follow-up ELI Self-Ratings, Mean (SD)	Mean Change	Significance Level (Two Years)
Overall Work Satisfaction	4.14 (0.76)	4.24 (0.69)	4.38 (0.65)	0.23	$P < .001$
1. Work/Life Balance	3.71 (1.25)	3.91 (1.16)	3.99 (1.17)	0.28	< .05
2. Time Management	3.71 (1.19)	3.91 (1.01)	3.89 (1.09)	0.18	---
3. Productivity	4.06 (1.09)	4.22 (1.04)	4.32 (1.12)	0.26	< .05
4. Leadership Ability	4.14 (0.82)	4.20 (0.85)	4.46 (0.80)	0.32	< .001
5. Communication Skills	4.33 (1.03)	4.38 (0.88)	4.65 (0.75)	0.31	< .001
6. Level of Engagement at Work	4.47 (1.13)	4.47 (1.05)	4.60 (0.98)	0.13	---
7. Work Relationships	4.53 (0.90)	4.55 (0.85)	4.72 (0.78)	0.19	< .05

Research Question 3. How does Core Energy Coaching™ affect clients' financial success?

Two sets of analyses were used to investigate how Core Energy Coaching™ and the subsequent shift in an individual's energetic makeup impact their financial situation: The first measured changes in income level associated with working with a coach and the second

¹³ 6-pt. satisfaction scale. $P < .001$.

measured how coaching affected the clients' level of satisfaction with their current level of financial success.

In the first analysis, a paired samples t-test was used to evaluate the change in the mean income level of clients, as reported on the baseline and follow-up ELI. While the ELI currently has ten response choices for Income Level, each client included in the study had selected from the six choices between \$25,000 and \$300,000.¹⁴ Three of the response choices had an income range of \$25,000, two had a \$50,000 range and one had a \$100,000 range. The analysis assessed whether clients reported a different income level on the follow-up ELI than they had reported on the baseline. Next, stepwise regression analyses were conducted to determine which factors explained the change in *Income Level*.

For the second set of analyses, a paired samples t-test was conducted comparing the clients' *Financial Success* satisfaction ratings from their baseline and follow-up ELI. A stepwise regression was then used to determine which factors accounted for the difference in satisfaction ratings after working with a Core Energy coach.

First-year clients. For the 920 clients who received 3 to 12 months of coaching, the mean *Income Level* increased from 4.68 (baseline ELI) to 4.84 (follow-up ELI). This reflects a small, statistically significant increase.¹⁵ Given that the average income of the clients was between \$75,000 – \$100,000 (*Income Level* 4), it is possible that few clients would have received a large enough raise in one year to move them up to a higher income range. The exception would be if they were earning close to the top of the range for the income level they reported on their baseline ELI. Of the 920 clients, 54 (5.9%) reported an increase in *Income Level*.

The regression analysis revealed that increased ratings in the Work Satisfaction components were the main contributors to the increase in *Income Level*, specifically an increase in *Engagement at Work* ($R^2 = 0.012$, $P < .05$) and in *Leadership Ability* ($R^2 = 0.017$, $P < .05$). The relationship between the factors is likely underestimated due to the aforementioned broad range within each *Income Level* response choice.

Next, a paired samples t-test was conducted using the *Financial Success* satisfaction factor to consider the impact of Core Energy Coaching™ on financial gain from another perspective. The results revealed a moderate, statistically significant increase in clients' reported satisfaction with their level of *Financial Success* between 3.94 at baseline ELI to 4.29 at follow-up ELI.¹⁶ A stepwise regression analysis indicated that the only factor measured by the ELI that significantly contributed to the increase in *Financial Success* ratings was the increase in *Overall Work Satisfaction* ratings ($R^2 = 0.12$, $P < .001$).

¹⁴ Energy Leadership Index Assessment, Version 2.2.

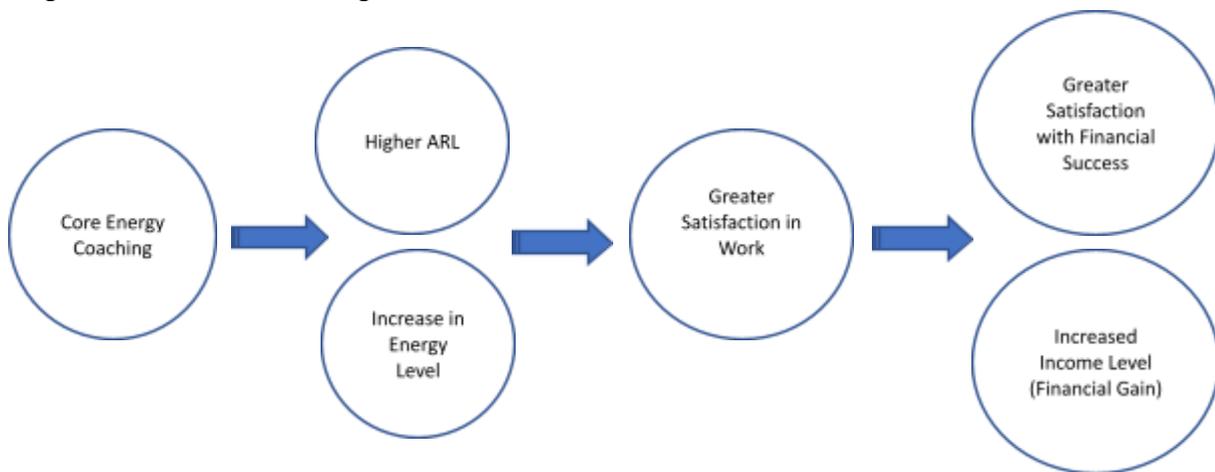
¹⁵ 6-pt. Income Level scale. $P < .001$; Cohen's $d = .21$.

¹⁶ 6-pt. Satisfaction scale. $P < .001$; Cohen's $d = .36$.

The flowchart in Figure 1 illustrates how working with a Core Energy coach can contribute to financial gain within a year of coaching. The analyses revealed that, on average, after working with a Core Energy coach, clients' expression of Anabolic Energy increased, directly contributing to their improved level of satisfaction at work. The improvement in their level of satisfaction was found to contribute to the increase in *Income Level* and increase in *Financial Success*.

Second-year clients. For the 478 clients that worked with a Core Energy coach for up to two years, there was a moderate, statistically significant mean increase in *Income Level* of 4.81 to 5.20 from their baseline to follow-up ELI.¹⁷ Of these clients, 20 (4.2%) reported an increase in *Income Level*. The regression analysis revealed that an increase in *Job Level*, and specifically, a promotion to a management position, was the only ELI variable that explained the increase in *Income Level* with the second year of coaching ($R^2 = 0.18, P < .01$). The management promotions were correlated with higher Work Satisfaction ratings, specifically in *Level of Engagement at Work* ($r = .10, P < .05$) and *Increased Productivity* ($r = .10, P < .05$).

Figure 1. Flowchart of Coaching Outcomes: First-Year Clients



The second-year coaching clients also reported a significant increase in satisfaction with *Financial Success*. The mean rating revealed a small, statistically significant increase from 4.18 to 4.38.¹⁸ A stepwise regression analysis indicated that the increase in *Overall Work Satisfaction* was the only ELI factor that significantly contributed to the increase in *Financial Success* ratings ($R^2 = 0.06, P < .001$).

Sequential ELI clients. Among the second-year clients who completed the ELI three times, the mean *Income Level* rating incrementally increased from 4.12 (baseline ELI) to 4.33 (follow-up ELI, Year 1) to 4.78 (follow-up ELI, Year 2). Each year reflected a small, statistically significant increase.¹⁹ Of these 93 clients, 27 (29.0%) reported an increase in *Income Level* over two years.

¹⁷ $P < .001$, Cohen's $d = .43$.

¹⁸ $P < .001$, Cohen's $d = .23$.

¹⁹ $P < .05$, Cohen's $d = .25$.

The group also reported a statistically significant, small incremental increase in their *Financial Success* satisfaction level. The mean rating improved from 3.96 to 4.13 to 4.16.²⁰

As shown in Figure 2, the flowchart of coaching outcomes for second-year clients was very similar to the first-year chart. For both groups, Core Energy Coaching™ led to an increase in Anabolic Energy, increased *Overall Work Satisfaction*, and greater satisfaction with their level of *Financial Success*. The only difference was that among second-year clients, the increase in *Income Level* was attributed primarily to management promotions rather than satisfaction at work.

Figure 2. Flowchart of Coaching Outcomes: Second-Year Clients



Discussion

The findings from this study showed that working with a Core Energy coach and learning to increase their amount of Anabolic Energy and respond to events from a higher level of consciousness had a positive effect on most clients' work life. On their follow-up ELI, most clients rated their Energy Level as higher, their work communication as better, and that they were more satisfied with their level of productivity. The clients also reported that they were more satisfied with their time management and enjoyed a better work/life balance.

Experiencing more effectiveness breeds increased feelings of work satisfaction and greater confidence in one's ability to succeed. This, in turn, fuels the expansion of Anabolic Energy. The higher the Average Resonating Level of Energy an individual has, the bigger the impact on their potential to be effective in their endeavors. This creates the structure for an upwards spiral of

²⁰ $P < .05$, Cohen's $d = .22$.

achievement and greater fulfillment. The energetic spiral was evidenced in the ratings of clients who continued to work with a Core Energy coach over time. The findings from this study showed that it was a higher ARL and subsequent increased level of effectiveness and satisfaction on the job that accounted for some of the financial gain, management promotions, and increased satisfaction with financial success reported on the clients' post-ELIs.

Those who continued to work with a coach into a second year continued to refine and master their ability to consciously choose their energetic response to life circumstances – rather than unconsciously reacting to stressors – and to constructively influence the energetic expression of those around them. The findings reveal that they continued to raise their Average Resonating Level of Energy and reported even higher satisfaction with their Energy Levels.

It is important to note that the study used the mean ratings of ELI variables to explore the differences between the client's baseline and follow-up ELI responses. While a significant number of clients reported gains in the factors explored in this study, some did not experience a change in their ARL, work satisfaction, income level, or job role. Change begins to happen as individuals become conscious of their energetic makeup and how their expression of Core Energy impacts their thinking, emotions, and subsequent behaviors in the workplace and beyond. Like other professional development systems, clients must commit to the process of personal transformation that Core Energy Coaching™ affords in order to benefit from it.

Research Limitations. There were some limitations to the study related to quantitative design. For example, while the increase in income level between the baseline and follow-up ELIs was statistically significant, only a small percentage of the change in income level was explained by the increase in work satisfaction. This suggests there were additional factors not measured by the ELI that contributed to the clients' financial gains. One possibility is customary wage increases offered by employers to offset inflation. However, an inflation increase could not entirely explain the gains reported on the follow-up ELIs, which in some cases represented an increase of two income levels, or more than \$25,000.

A related challenge was the difficulty of capturing the increase in income that most clients could have reasonably expected to experience over a two-year period. The limitation lies in the large ranges of the response choices for *Income Level*. It is reasonable to believe that much—and perhaps most—of the financial gain clients experienced in that time frame was not represented in the data.

A third limitation was due to the use of strictly quantitative data. Statistics alone cannot describe what transpired in the relationship between coaches and their clients to achieve the outcomes reported on the follow-up ELIs. More research is needed that includes qualitative data from client interviews and coaching observations to obtain a more comprehensive perspective on what helps clients benefit from the Core Energy Coaching™ process.

Despite these limitations, the study clarified the relationships between higher energy, greater job satisfaction, management promotions, and financial gain. The research provides

new evidence of the effectiveness of Core Energy Coaching™ in helping clients improve their use of Energy, and as a result, realize more satisfaction with their work and greater financial success.

The study also demonstrated that the ELI is a useful tool for obtaining periodic feedback on a client's self-ratings on job effectiveness during the coaching process. This has implications for managers wanting to prepare workers for leadership positions or improve employee morale and retention rates. The ELI assessment is also available in a 360° format, in which clients can invite others to rate them on an additional 36 leadership competencies. Clients can then compare how they see themselves as a leader to how others view them. The ELI and ELI 360° assessments are only available through an iPEC-certified coach.