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HOW MOVEMENT MOVES US:

Embodied Movement as a Mediator of

Female Leadership Becoming

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“Movement is the final common pathway.”

- SIR CHARLES SCOTT SHERRINGTON, BRITISH NEUROPHYSIOLOGIST

*“The body is not a thing, it is a situation: it is our grasp on the world
and our sketch of our project.”*

- SIMONE DE BEAUVOIR, THE SECOND SEX, FRENCH PHILOSOPHER

To my nephew Cassian,

May you grow in a world where every precious body like yours is treated as the miracle it is.

1.	<u>ABSTRACT</u>	7
2.	<u>INTRODUCTION</u>	7
3.	<u>THEORETICAL REVIEW</u>	8
3.1.	LITERATURE REVIEW	8
3.2.	CONCEPTUAL FRAMEWORK	13
3.3.	RESEARCH QUESTION	13
4.	<u>RESEARCH DESIGN & METHODOLOGY</u>	14
4.1.	RESEARCH DESIGN	14
4.2.	RESEARCH PROCESS	15
4.3.	SAMPLING & RECRUITMENT	18
4.4.	DATA ANALYSIS	18
5.	<u>FINDINGS</u>	19
5.1.	CONTEXTUALLY RELEVANT FINDINGS	21
5.2.	MOVEMENT IS RELATIONAL	21
5.3.	MOVEMENT IS GENERATIVE	28
6.	<u>DISCUSSION</u>	32
6.1.	DISCUSSION	32
6.2.	LIMITATIONS & CONSIDERATIONS FOR FURTHER STUDY	34
7.	CONCLUSION	35
	<u>APPENDICES</u>	37
	APPENDIX 1: REFERENCES	37
	APPENDIX 2: WORKSHOP AGENDA	42
	APPENDIX 3: WORKSHOP SETTING	42
	APPENDIX 4: WORKSHOP ARTEFACTS	44

APPENDIX 5: TWO-WEEK SOAKING PERIOD (GUIDED PRACTICES)	50
APPENDIX 6: INTERVIEW TOPIC GUIDE	51
APPENDIX 7: SAMPLE INTERVIEW TRANSCRIPT	55
APPENDIX 8: SAMPLE INTERVIEW SETTINGS	70
APPENDIX 9: THEMATIC CODEBOOK	71
APPENDIX 10: SAMPLE RECRUITMENT COMMUNICATION	94
APPENDIX 11: SAMPLE CONSENT FORM & EXERCISE LIABILITY WAIVER	95

1. ABSTRACT

The purpose of the following research is to understand how female leaders experience the integration of movement as embodied practice in the leadership 'becoming' process. While scholarship about bodies in leadership is growing, there is currently little understanding of contextualized mechanisms of embodiment within the leadership process. Current literature extends philosophical perspectives on embodiment, phenomenology and becoming into the domain of leadership primarily by investigating the role of bodies in perception. In smaller areas of scholarship, the research employs a phenomenological approach to understand lived experiences, especially from a gendered perspective; however, very little research proactively explores the embodiment practices as mechanisms *of* and *for* processes of leadership and individual becoming. Structured as a generative case study, this research addressed these gaps through a phenomenological approach to qualitative action research, conducted in three-phases with 14 female leaders. The findings revealed that female leaders experienced movement as a relational mediator of the 'inter-processes' leadership, including how the women related to their temporal, physical, social, societal, and political environment. The result further showed that participants experienced movement as generative of their process of becoming: it facilitated 'intra-processes' of becoming by generating access to insight, resources and renewal and enacting transformational change. To lessen the gap between theory and practice, this study concludes by exploring linkages between the findings and relevant theories, and discussing considerations for further research.

Keywords: embodiment, movement, leadership, female, becoming, process

2. INTRODUCTION

Focus on bodies as possibilities, rather than as constraints.

- Sinclair (2005a)

For female leaders, the body can be a complicated and contested site of experience (Acker, 1990; Ford, Harding, Learmonth; 2008; Knights, Kerfoot, 2004, 2020; Tyler, Cohen, 2010). Current research demonstrates that female bodies are a rarity in masculinized leadership space resulting in the marginalization, abjection and isolation of an embodied experience, even within intra-gender dynamics (Mavin, Grandy, 2016). To be seen as credible, likeable, or sometimes just to avoid harassment, female leaders often hide, contort and minimize their bodies. Similarly, organizational leadership literature minimizes the role of bodies (Sinclair, 2005a). Yet, leadership is an embodied endeavor: we cannot escape that leadership happens within, through and between bodies (De Paoli, Ropo, Sauer, 2014; Sinclair, 2005). Body-blindness

perpetuates rather than resolves body-based inequities. While epistemology fumbles the body, the ontology of leadership remains unavoidably enflashed (Sinclair, 2005). Other areas of practice, however, provide abundant examples of integrating bodies *through movement*: children's education stresses the importance of recess in learning, psychotherapy uses eye movements and bodily activations for trauma processing, sports teams use physical practices to overcome barriers in team cohesion and communication, and religious traditions use bodily movement and postures to create ceremonious and spiritual levels of meaning. Conjoined with social and organizational psychological perspectives, these personal observations sparked curiosity about the integration of movement in organizational leadership. This interest was fueled by my experience in professional athletics and organizational and leadership development: after leading through explicit physicality in sports, the disconnect in organizational leadership was jarring. This engendered my curiosity as an organizational leadership practitioner and student: could women lead *because of*, rather than *in spite of* their bodies? With the theoretical basis bodies are the primary sites of our leadership becoming, this research foregrounds movement as a *pragmatic leadership practice*. As key findings, women experienced movement both as a relational mediator for the contextual processes of leadership, and as generative for their inner processes of becoming as leaders. As such, this study posits that movement offers a path for integrating women's bodies into leadership and recommendations further cross-disciplinary, longitudinal studies.

3. THEORETICAL REVIEW

Through a cross-disciplinary review of philosophical, social psychological and neuroscience literature, this section reviews foundational concepts of embodiment, leadership and becoming. Specifically, this literature review unpacks embodiment concepts in relationship to social, contextual 'inter-processes' of leadership and the ongoing, developmental 'intra-processes' of becoming (Küpers, 2014). In response to current gaps in theory and practice, a conceptual framework is provided for the question, "*how do female leaders experience the integration of movement in their process of leadership becoming?*"

3.1. Literature Review

Embodiment Theory and Phenomenology

In his seminal work, *Phenomenology of Perception*, philosopher Maurice Merleau-Ponty introduces the notion of the "lived body" as our primary way of actively relating to the world (Smith et. al., 2022). Per Merleau-Ponty and 'embodiment theory,' our primary encounter with reality occurs reflexively through perception and habitual action. Through deeply ingrained and spontaneous interactions, our bodies demonstrate attunement to the world that precedes conscious awareness or cognition. In alignment with embodiment philosophy, neuroscience explains how we uses body-based

perception to form and activate neural pathways that guide non-conscious, reflexive (automatic) systems of pattern recognition, prediction, and response (van der Kolk, 2014). According to Moya, “effective, practical action has primacy” (2014, p.2): embodied perception is reflexively enacted as “inhabited” knowledge that does not require an intermediary step of conscious reflection (Merleau-Ponty, 2012).

Embodiment theory was developed out of phenomenology, a philosophical method for understanding human consciousness, perception, and experience. Phenomenology, derived from Latin *phænomenon* meaning ‘that which appears,’ studies experience as it emerges into awareness. Phenomenology of embodiment, therefore, seeks to understand embodied experience as it emerges into cognitive awareness (Smith et. al., 2022).

Embodiment theory critically provides a non-dual lens for understanding the body’s primary role in human experience. However, the theory remains obtuse for practical application within organisational theory contexts. Other philosophers have extended embodiment to conceptualize its role in cognition and social dynamics. Gallagher and Zahavi’s work on embodied cognition is helpful for understanding the interplay of perception and kinesthetics (Moya, 2014). In their ‘enactive theory of perception,’ Gallagher and Zahavi contend perception is not a passive process of receiving but rather active through the movement of our bodies (Varela et al., 1991, as cited by Moya, 2014, p.2).

Jean-Paul Sartre also extended embodiment to include social dimensions, contending that self-concept is intricately tied to perceptions of others (1956). Together, these phenomenological philosophers construct an understanding of experience that is deeply embodied within the world, reflexively enacted through bodily movement, and socially dimensioned (and only secondarily does it ‘appear’ in cognitive awareness).

Embodiment in Leadership and Gender

Leadership is a bodily practice.

- Sinclair (2005a)

While philosophical literature provides a phenomenological, non-dual lens, it does not explore the situated role of embodiment in an organizational leadership context. This relevant perspective was provided by organizational psychological scholarship on embodiment. The literature reveals increasing interest in embodied perspectives on organizational leadership (Küpers, 2010, 2012, 2014; Ladkin, 2008, 2013; Moya, 2014; Ropo, Parviainen, 2001; Ropo, Sauer, 2008; Sinclair, 2005a). Current research predominantly follows one of three paths. Scholars like Ladkin (2008) and Sinclair (2005a) offer descriptive accounts of real leaders, highlighting how their bodies and social perception of appearance play a role in leadership positions. Others such as Naidoo et al. (2010), Giessner and Schubert (2007), and Palmer (2013), explore connections between specific bodily postures and how those are socially interpreted. However, the limitation of the first approach is it remains highly descriptive and provides limited insight for pragmatic interventions. A second

approach deconstructs leader-follower relationships but tends to use 'masculinized,' disembodied methods which narrow on correlations between variables and lose sight of leadership as a holistic phenomenon (Knights, 2022; Ladkin, 2013).

A third approach focuses on gendered embodiment in leadership. Mavin and Grandy (2016) offer a qualitative view into the female leadership process, highlighting the marginalization and 'abjection' of the female body in leadership contexts. They contend that elite female leaders "remain as rare as pandas" and their "experiences are under-researched" (Mavin, Grandy, 2016, p.1117). They contend women formally 'hold' power in a leadership position but remain marginalized due to the scarcity of their bodies in elite organizational hierarchies (2016, p.1095; Acker, 1990; Knights, 2021). Female bodies are "subjected to a controlling masculine rationality through embodied characteristics" of their appearance to "legitimate hierarchical evaluations of worth" (Haynes, 2012, as cited by Mavin, Grandy, 2016, p.1096; Acker, 1990). This embodied marginalization also bleeds into intra-gender dynamics between women, perhaps as a "material consequence" of organizational marginalization (Mavin, Grandy, 2016, p.1095). While this dissertation does not have adequate scope to address feminist perspectives on leadership, a theoretical awareness of the gendered female experience is crucial to building a responsible theoretical framework and ethical methodological approach. Despite vast research on gender in leadership, Mavin and Grandy's research fills an important gap in understanding lived bodily experiences and embodied dynamics among genders. This study accounts for these perspectives on social, gendered aspects of embodiment in methodology and analysis.

Social psychological research on embodied leadership focuses on the impact of bodily language and appearance on others' *perception*, and thus the social "*inter-processes*" of leadership. Limitations surface in addressing the "*intra-processes*" of leadership: the core bodily experience of participating in leadership processes (Ladkin, 2013). Critically, Ladkin's research includes a phenomenology of "bodily-based" experiences that accounts for social and gendered dimensions as discussed above. Her work aims to uncover the "seemingly invisible forces" of bodily perception that "ground the felt sense of 'leading' or 'being led'" (Ladkin, 2013, p.321). Together, the combination of 'inter-' and 'intra-' processes provides a holistic framework for understanding female experience in this study (Küpers, 2014).

Leadership is an Embodied, Relational, Inter-Contextualized Process

Leadership is "an embodied and situated nexus of action."

- Küpers (2010)

In his prolific research about embodied leadership, Küpers extends Merleau-Ponty's post-dualism to unpack the "co-constitutive role" of embodiment in leadership and the 'inter-corporeal' and 'intra'-active nature of leadership practices occurring within organisational "life-worlds" (2014, p.83). More simply, Küpers argues leadership is a process that is co-collaboratively generated through, among and between bodies and their contexts (2014).

Organisational and social psychological approaches also validate this understanding of leadership. While a singular definition of 'leadership' remains elusive and contested, the literature is saturated with agreement that leadership

is a process contingent within its temporal, physical, social, cultural and political dimensions (Alvesson, Spicer, 2012; Haslam, 2004, 2020). The Social Identity Approach (SIA) defines leadership as a social process of “mutual influence that centres on partnership... about the creation, coordination and control of a shared sense of ‘we-ness’” (Haslam, 2004, p.58). Consequently, leadership is not something “that inheres within the leader,” but is dynamically attributed through followership (Haslam, Reicher, Platow, 2020, p.26). Without bodies, these social “attributions could not take place,” as “we cannot escape the fact that individuals observe one another as bodies and through bodies, and as such bodies affect ...our attributional processes” (Ladkin, 2013, p.322). Additionally, critical perspectives on management forefront political and societal dimensions of leadership (Alvesson, Spicer, 2012), while sense-making theories situate leadership within a dynamic inter-contextuality (Sandberg, Tsoukas; 2020). According to Ladkin, this focus on social, contextualized aspects of leadership is “part of the larger move in organisational theory towards understanding social phenomena as outcomes of the interplay between individual sense-making, collective cultures and institutional norms, rather than being based in any objectively verifiable reality” (2013, p.327). When brought together with embodiment theory, bodily experience becomes the foundational ontology on which all cognitive, social, cultural, and political dimensions of leadership “rest” (Ladkin, 2013, p.322).

To “avoid conceptual blunting,” this dissertation defines leadership through blended perspectives: leadership is defined as an embodied, social, inter-contextual process that is 1) attributed through followership and 2) enacted through practice to influence social (group identification, maintenance, and commitment), task (strategies, objectives) and cultural aspects of organizational life (Alvesson, Spicer, 2012; Haslam, 2004; Küpers, 2014). This dynamic and situated understanding of leadership (and who qualifies as one) will be used to frame aspects of methodological design and analysis in this dissertation.

Embodied Leadership as a Process of Becoming

An existing individual is constantly in the process of becoming. (Kierkegaard, 1974, 79)

A phenomenological perspective clarifies how individuals participate in the process of leadership. Emphasis on the “developmental, processual” aspect of existence (Sartre) is referenced by Smith et. al.: “we are always becoming ourselves, and that self is not a pre-existing unity to be discovered, but rather an ongoing project to be unfurled” (2022, p.15). Küpers carries Sartre’s philosophy on becoming into the leadership context, arguing that “embodied physicality and physical inter-becoming of ‘bodiment’” is a path to “a more integral and sustainable conception of leader-and-followership in organisations” (2014, p.83).

Similarly, Tsoukas and Chia map the concept onto an organizational level of analysis, asserting that becoming is the continuous and natural state of existence (2002). As cited by Tsoukas and Chia, James contends “what really exists is not things made but things in the making” (2002). For practical application of the concept of becoming, Ibarra is particularly helpful in her work on action-based transformation (2015). Ibarra contends that through enacted practices, we

act our way into *becoming* leaders (2015). This concept will serve as a key framework for understanding the ‘intra-process’ of leadership as expressed through embodied enaction in this study.

Gaps in Embodied Leadership Practice

Research behaves as if leadership was degendered and disembodied.

- Sinclair (2005a)

The constellation of scholarship about embodiment, leadership, and becoming provides a rich, non-dual framework for the research interest. The literature points to gaps between ontology and epistemology in research and between theory and practice in organizational life. Much of the current research compartmentalizes the study of unified ontological experience into segmented epistemological perspectives -- for example, the investigation of embodied practices in neurocognition, social psychology, management, and kinesiology (Küpers, 2013, Sinclair, 2005a, Knights, 2015, 2022). Additionally, leadership research itself remains largely disembodied: Sinclair confirms that “in the face of this palpable evidence...leadership writing largely ignore[s] bodies” (2005a, p.388). Lastly, as mentioned previously, even embodied leadership research is critical of its own disembodied, masculinized approach to theorizing about the body (Knights, 2015, 2021, 2022; Küpers, 2013; Sinclair, 2005a). Despite an “explosion of interest” about bodies in leadership theory, Sinclair cautions that “with important exceptions, bodies disappear under the weight of theorizing” in current scholarship (2005a, p.387).

Consequently, embodiment literature remains theoretical with scarce examples for pragmatic *embodiment practices* in leadership, often defaulting to *disembodied research methods*. Demonstrating critical self-awareness of these gaps, embodied leadership researchers call strongly for further phenomenological research to be conducted through embodied methods.

Embodiment through Movement

While leadership is often treated as disembodied in literature and practice, a cross-disciplinary review of neuroscience, education, and clinical psychology, for instance, revealed the involvement of bodies in other disciplines through movement (Jung, Huberman, 2018; van der Kolk, 2014). Observations of education, clinical psychology, religion, and athletics fields reveals movement as being utilized for achieving epi-physical outcomes, such as improved learning, creativity and spontaneity; treatment for trauma responses; affect regulation; group cohesion; and meaningful spirituality (Jung, Huberman, 2018). While using movement to optimize organizational outcomes could be exploitive and antithetical to an embodied approach, examples from other disciplines were mostly targeted towards human flourishing (for example, trauma therapy, Jung, Huberman, 2018; van der Kolk, 2014).

Based on these observations from other disciplines, I revisited the previously discussed literature to investigate a conceptual linkage with movement and the existing theoretical perspectives. In relationship to previously discussed concepts, movement is a form of bodily enactment which provides a consistent throughline between embodiment, the world and our participation in it. As mentioned previously in the 'enactment theory of perception,' kinesthetic movement demonstrates a reflexive, embodied relationship to the world (as cited by Moya, 2012). And, within the concept of leadership becoming, embodied action facilitates the becoming process for leaders (Ibarra, 2015). More simply, we become who we enact. As mentioned above, current literature primarily focuses on the appearance and perception of bodies, body language and somatic experience, with less attention to movement. However, cross-disciplinary examples about movement as an embodied practice inform its pragmatic value as a focus of embodied leadership research. With the lens that movement is *an action-based form of embodiment*, studying movement could contribute to the gaps between *theory* and *practice* in embodied leadership becoming.

3.2. Conceptual Framework

The conceptual framework for this research is based on diverse research contributions about embodiment and the processes of leadership and becoming. These perspectives culminate in a non-dual, ontology of female leadership as embodied, processual, and contextualized in temporal, physical, social, societal and political environments.

Relying on seminal contributions by Merleau-Ponty, Küpers, Ladkin and Haslam et. al. (SIA), leadership is understood to be an embodied, social, and inter-contextual process. Consequently, participation in leadership is processual: leadership is also an embodied, enacted process of becoming (Ibarra, 2015; Tsoukas, Chia, 2002; Sartre, 1956).

The current literature criticizes gaps in research (segmented and disembodied) and in practice (disembodied and 'degendered') (Sinclair, 2005a). Through action-based, phenomenological research, this dissertation seeks to respond to gaps and extend the conceptual framework of embodied leadership becoming into deeper understanding and pragmatism. Based on cross-disciplinary examples and the importance of *enacted embodiment* in this conceptual framework, movement was chosen as the pragmatic focus of embodied practice for this study.

3.3. Research Question

Building on this conceptual framework, this research is interested in the integrated female experience related to their own embodiment, leadership and their process of becoming. As an extension of embodiment theory, this research uses a phenomenological lens to understand experience as a lived, "unfurling" of perception, sensation and meaning within each unique context (Smith et. al, 2022, p. 17). This study aims to bridge gaps between theory and practice, ontology and epistemology, and embodiment and disembodiment, by focusing on bodily movement as *an enacted form of embodiment*

within the lived experience of female leaders. As such, the research asks the following question: “*how do female leaders experience the integration of embodied movement in their process of leadership becoming?*”

4. RESEARCH DESIGN & METHODOLOGY

4.1. Research Design

The research question “*how do female leaders experience the integration of embodied movement in their process of leadership becoming*” is exploratory, open-ended, and experiential. Interested in thick data from lived experience and inductive thematic analysis of its complexity, this research was best suited as a qualitative study (Creswell, 2007). This section will discuss an embodied methodological design which utilized a generative case study structure to conduct phenomenological-based action research.

Addressing the Gap: A Generative Case Study

As discussed, Küpers and others pointed out gaps between embodiment theory and leadership practice, and calls for further embodied, art-based, “aesthetic” approaches to research (Bigo, Islam, 2022; Küpers, 2014). While interviews, focus groups and ethnography were considered, these methods emphasized cognitive and affective experience, as expressed through language, and therefore could not feasibly address the gap. Consequently, I chose to use a generative case study to bridge theory and practice in a more methodologically embodied way (Bigo, Islam, 2022; Küpers, 2014; Smith et. al., 2022).

The case study was structured sequentially in three parts, each building on the former in the participants’ experience: first, an in-person group workshop, followed by a two week ‘soaking’ period, and concluded with semi-structured interviews (Creswell, 2007). This three-part structure allowed participants to ground the study’s concepts in lived, bodily experiences (Bigo, Islam, 2022) in the workshop, reintegrate the experience in their individual contexts (Sandberg, Tsoukas, 2020), and finally, reflect on those experiences with the researcher. Together, the generative case study structure aimed to co-generate ample data with participants through lived experience.

Embodied Methodology: Phenomenological Action Research

The research methodology combined a phenomenological approach with action-style research. The phenomenological approach was selected for its coherence with embodiment theory and inductive commitment to reducing bias in the analytical process. Specifically, this research relied on Interpretative Phenomenological Analysis (IPA), as described by Smith et. al. (2022). The action-style research method outlined by Bradbury was also selected for its

methodological alignment (2008). This style of action research is situated outside of organizations and views research as a co-collaborative, dynamic process. In alignment with phenomenology, it emphasizes “many ways of knowing,” while pragmatically orienting the study towards human flourishing through action-orientation (Bradbury 2008). These methodologies also provided explicit guidance for ethical practices for managing insider-status, positionality, and sensitivity of embodied experience. As a female leader and co-participant in the research process, my role was intimately co-generative with participants and required constant reflexivity. Additionally, Bigo and Islam’s generative case study on yoga for leadership learning served to practically validate and inform the methodology (2022).

4.2. Research Process

Phase One: Workshops

Structure

LSE's Department of Psychological and Behavioural Science granted ethical approval for the research on April 3, 2023. The first phase, called *Embodied Female Leadership Workshops*, was conducted with 14 total participants on (Thursday, June 1st at PureSport (4 participants) and Sunday, June 4th at Third Space Soho (10 participants). To optimize participant availability and facilitator-participant ratio, this phase was conducted in two smaller events. In line with action research, this positioned the facilitator as a mutual sensemaker in an ‘*immanent sensemaking*’ process, in which “sense and action are not separate but merged as a single ongoing response to the particularities of the unfolding situation... [and] absorbed practitioners keep in tune with unfolding ... activities as they are performed” (Sandberg, Tsoukas, 2020, p.10; Bradbury, 2008). Between iterations, the agenda was evolved to accommodate setting and headcount differences (Appendix 2).

Setting

Workshop settings were chosen so participants could engage in ‘*detached-deliberate sensemaking*’ (Sandberg, Tsoukas, 2020). The setting provided an “intended distanciation” which allowed participants to detach from their daily environments and be ‘absorbed’ in an ‘immanent’ bodily experience (Sandberg, Tsoukas, 2020, p.10). According to embodiment theory, designing this type setting for experience also required consideration of aesthetic, spatial, sensory, and temporal elements (Ropo, Sauer, 2008; Küpers, 2010, 2013). As a practical example, two women interested in participating were advised against it because the venues were their places (and therefore spaces) of employment. With the workshop in their physical workspaces, they would not have had the same sensemaking opportunity as other participants.

Working within a limited budget and timeframe, I recruited two venues to accommodate twelve women on yoga mats, provide a private, quiet, and aesthetically aligned environment, and support workshop logistics (accessibility,

lighting, audio, and facilities). Planning also included preparing food, lighting, audio playlists, liability insurance, participant materials, and exercise equipment (provided by Lululemon) (Appendices 2-3).

Content

In line with action research, the workshop content was designed as a recursive pattern of action and reflection and emphasized “many ways of knowing” with somatic and social processes of inquiry (Bradbury, 2008). After reviewing research objectives and obtaining written consent, the workshop was integrated movement practices (ex., Pilates, dancing, and physical activities) and ‘traditional’ leadership development practices (ex. group collaboration, personal reflection, conceptual facilitation). Leveraging my personal background as a certified Pilates instructor, I designed physical movements to analogically complement the ‘leadership development’ activities. For instance, prior to reflection that required self-awareness and attunement, we performed movements focused on physical attunement to interoception, spinal articulation and kinetic alignment (Appendix 2). Following an activity aimed at unlearning reductive concepts about leadership, we utilized movements that stimulate lymphatic flushing and release the central nervous system from freeze states, such as jumping, bouncing and shaking (Appendix 2). The movements were designed analogically to support the cognitive learning goals and supported by neuroscience-based breathwork for regulating the central nervous system through parasympathetic activation (Bigo, Islam, 2022; Huberman, 2023).

To ensure my methods matched the methodology, the design process began with piloting movements in my own body. I spent a week immersed in yoga studios, walking, and practicing different movements to observe the impact on my own experience. I built the workshop movement flows and instructional cueing from these somatic observations and cross-referenced it with neuroscience literature (Appendix 2; Huberman, 2023). Before the workshops, I utilized three piloting steps to iteratively refine the agenda: first, I tested the movement patterns repeatedly in my own body, then piloted the 50-minute Pilates portion with two peers, and lastly piloted the whole agenda with a female leader.

Together, the structure, setting and content of the workshops were designed *through embodied methods* to honor an embodied theoretical approach. The workshops explicitly invited participants to collaborate as mutual sense-makers of their experience, utilizing both detached-distanced sensemaking and immanent sensemaking on intrapersonal and interpersonal levels (Sandberg, Tsoukas, 2010). Data was collected through observation (recorded immediately on Otter AI following each workshop) and as artefacts (Appendix 4). The audio from the second workshop was captured on Zoom, however, the recording quality was poor. While the workshops generated data about the female leadership experience, much of this data did not relate to movement and therefore was outside the primary research scope. Data generated from the workshop will be referenced in the findings as context for the primary data collected through interviews.

Phase Two: Two-Week 'Soaking' Period

The second phase of the research process was a two-week 'soaking' period between the workshops and walking interviews. Although the dissertation scope could not accommodate a longitudinal study, this step enabled a small view into temporal, contextual and social nuances. This phase was self-led by participants and supported by an email offering optional integrations from the workshop (Appendix 5). Although not asked explicitly, eleven of twelve interviewees discussed engagement with the provided practices over the two-weeks in their subsequent interviews. No data was collected in this stage, although participants' experiences during this phase are referenced in the interviews.

Phase Three: Semi-Structured Interviews

The final phase was semi-structured interviews conducted primarily as in-person walking sessions. Semi-structured interviews were chosen for their agile and participatory style (Creswell, 2007). To ensure the study did not perpetuate power imbalances or oppression of female participants, I cross-referenced this methodological choice with feminist methodology research. In line with IPA, feminist approaches also affirmed that semi-structured interviews would "convey a deeper feeling for or more emotional closeness" while protecting the balance between researcher and participant as "equal collaborators" (Jayarantne 1983, p.145; Oakley, 1974). The topic guide contained four sections (Appendix 3):

- 1) Guided Breathwork
- 2) Past Experiences with Leadership and with Movement
- 3) Experiences in Workshop and Two-Weeks Since
- 4) Reflection Process about Integration in Current Process

While the topic guide was designed with a phenomenological approach, the movement format and final section operated as action research. Prior to interviews, recording while walking was piloted to ensure sufficient transcript quality. Of the twelve participants, eight were conducted in-person walking, two were on Zoom audio while walking (due to participants' travel), and two were on Zoom video while seated (due my limitations from a physical injury). For the eight walking sessions, the sessions were recorded on an iPhone 11 Pro using Otter AI, while the walking and seated Zoom sessions were recorded in Zoom. Despite a successful pilot, three recordings were of inconsistent quality due to AirPods malfunctioning. Although poor recording quality was a known risk of the walking format, the study's commitment to an embodied, action-based approach supported the methodological choice.

4.3. Sampling & Recruitment

The participant sample was bounded as follows:

- 1) Self-identify as a female and leader
- 2) At least 1 year of professional experience, with intentions to continue working
- 3) Able to attend in-person workshops in the United Kingdom
- 4) Between 18 – 54 years old, designed to exclude participation by minors and those within 10 years of average retirement age for women in the UK (64 years old; Office of National Statistics, 2022)

Due to timeframe feasibility constraints, participants were recruited via convenience sampling through social media and personal referrals. While it introduced sampling bias, the recruitment method was selected over action-research within an organization due to the ethical considerations of gatekeepers. When piloting recruitment communications, an explicative narrative of research goals resonated most strongly with participants, beginning with the problematization of disembodiment and bodily marginalization in female leadership. Recruitment communications explicitly outlined goals to compel participation, avoid deception and involve participants as co-actors (Appendix 10). Lastly, due to the potentially sensitive nature of embodiment (van der Kolk, 2014), a screening step was incorporated in recruitment to ensure safety for all participants involved. As an example, in the form to register interest, one potential participant wrote her interest stemmed from ‘workplace trauma,’ which prompted an extra step of dialogue to ensure the workshop would be an appropriate, safe experience for her and the group.

Twenty-five participants pre-registered, of which fourteen participated and eleven dropped out due to last-minute conflicts and illness. Of the fourteen participants, twelve were available for interviews within the research timeframe. All fourteen participants were based out of the United Kingdom yet represented diverse ages (23 to 48 years old), experience (from less than 1 year to over 15 years of leadership experience), racial identities (50% women of color, 50% white), and nationalities (Indian (2), Pakistani, Canadian, Mexican, Guatemalan, Australian (2), German, American (3), and British-Brazilian).

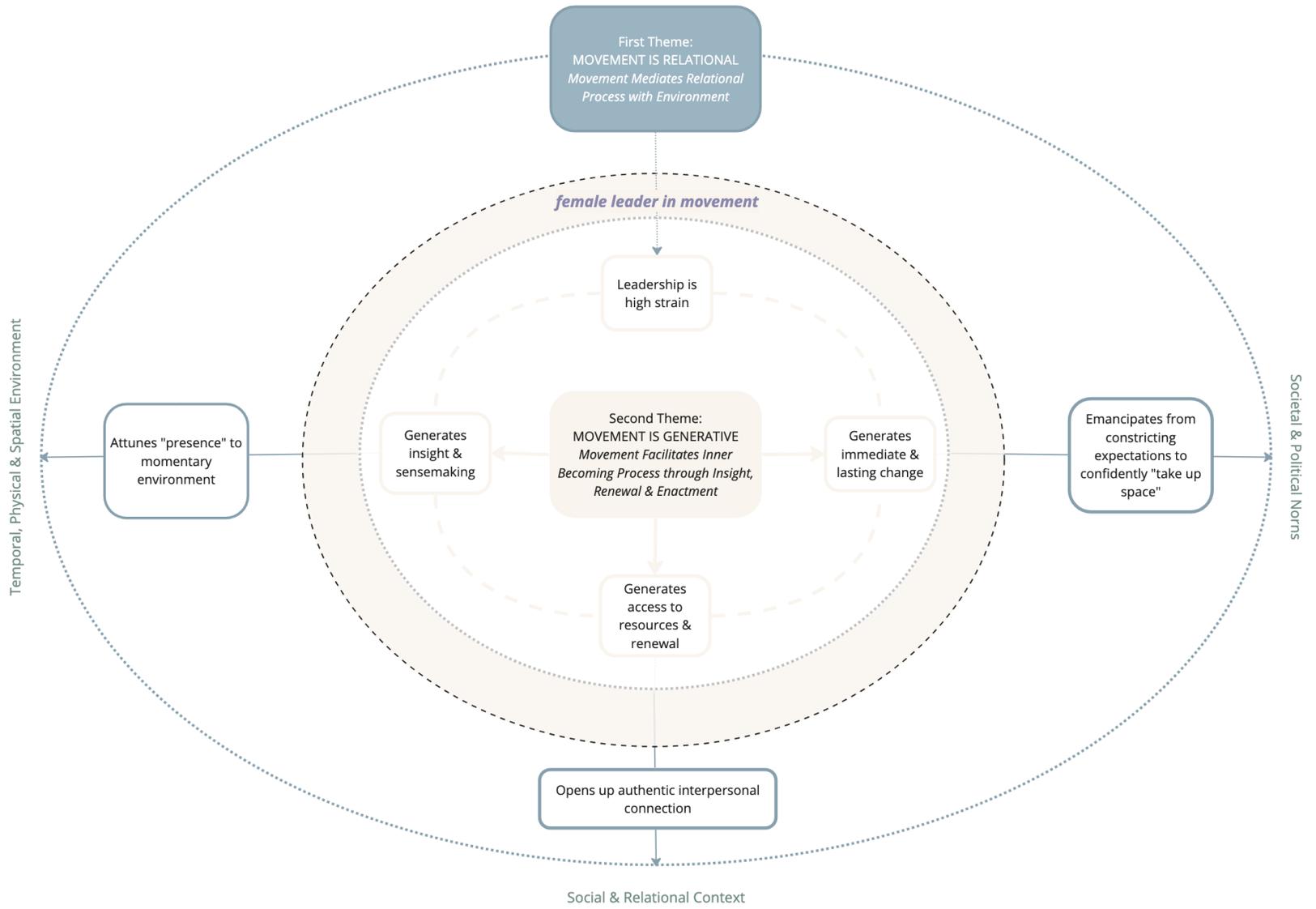
4.4. Data Analysis

Interview recordings were first transcribed using Otter AI and then edited manually for verbatim accuracy (Appendix 7). Following the transcription process, I employed a phenomenological approach to thematic analysis to inductively “identify, analyze and report patterns” within my data (Braun & Clark, 2006, p.79; Smith et. al., 2022). The recursive analysis process began with soaking in the audio recordings while cycling and walking, then a detailed reading of the transcripts to highlight experiential statements, repeated re-reading to assign initial codes to individuals’ experiential statements (Braun, Clark, 2006; Smith et. al., 2022), and then visually arranging codes to identify those shared across participants and create basic codes (arranged first on paper and later in Miro; Smith et. al., 2022). After visually

representing the experiential data, called basic codes, I began interpreting the visual patterns and relationships to identify themes (Attride-Stirling, 2001). This phenomenological method was designed to facilitate the “showing” of participant experience, examine that “which may be latent, or disguised, as it emerges into the light,” and “then help make sense of that appearing” through thematic analysis (Smith et. al, 2022, p.10). The findings of this analysis – to be discussed in the next section - include two global themes, each comprised of four organizing themes and supporting basic codes (S). In line with a phenomenological approach, the basic codes remain intentionally *descriptive*, and the themes are *interpretative* of participant experience (Smith et. al., 2022). In addition to the primary data set described above, contextual data collected during the action research as observational notes and artefacts from the workshop will be occasionally referenced to provide contextual support.

5. FINDINGS

This section presents the results of the thematic analysis demonstrating *how female leaders experience the integration of embodied movement in their leadership becoming process*, as represented in Figure 1.



miro

Figure 1

5.1. Contextually Relevant Findings

The research findings validated the conceptual lens of leadership as an embodied, social process. In workshops and interviews, participants expressed experience in sensory, somatic and physical terms, utilizing body-based metaphors and body movements when lacking language. Additionally, they described their leadership experiences as inextricably related to situated spatial, temporal, social, societal and political environments. As an example, Figure 2 shows a workshop activity exploring how participants experienced leadership at an early age, and their answers vary based on their situated contexts (ex. Angela Merkel and Tony Blair).

While these observations validate the embodied, social psychological perspectives from the literature, it also provides context about the female experience in leadership *agnostic* to movement. As such, this data will be explored in greater detail as relevant alongside the findings about *their experience of the integration of movement*.

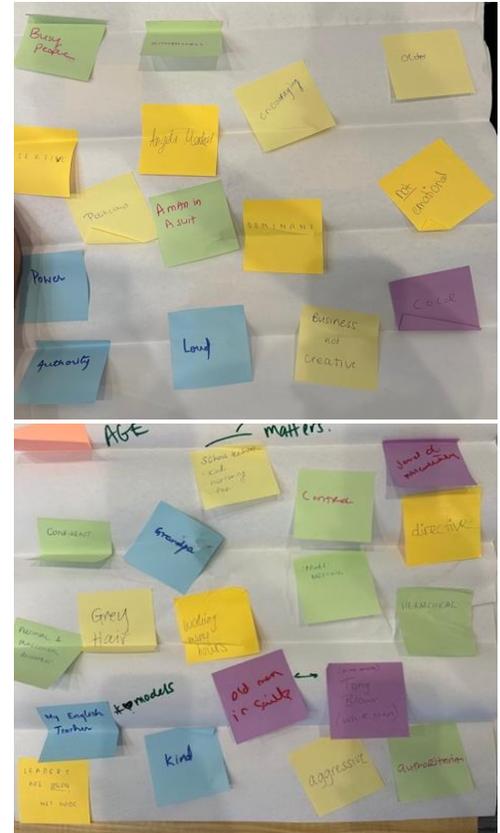


Figure 2

5.2. Movement is Relational

The first global theme, pictured in Figure 3, was movement is relational: movement mediates relationship with the environmental context (inter-processes of leadership) through attuned presence to physical and temporal environment, connection in social and relational context and emancipation from societal and political hierarchies.

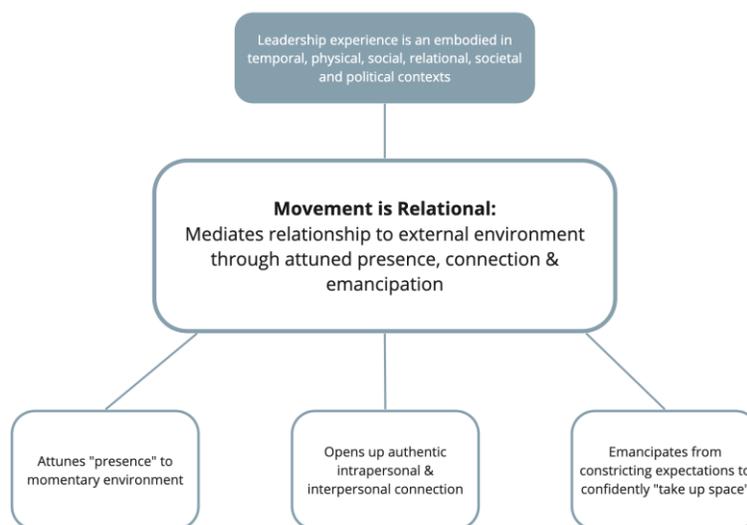


Figure 3

Attuned Presence in Temporal, Physical Environment

Regarding their historical and workshop experiences, participants described relating to their physical and temporal environment in extreme terms of bodily presence, often oscillating between **hypervigilance** and **disassociation** (mental pre-occupation). One leader describes over attunement to environment as form of disembodiment:

I felt I had to constantly keep watch of what is happening around me.... I developed this ability to work ... but at the same time, have one ear scanning the environment. I would constantly be, "there is a sound, there is somebody talking, there is somebody smoking right outside the window." This hypervigilance became characteristic of me. (FL7)

Others experienced difficulty getting 'out of their head':

I live in my head day in and day out...It feels hard to be present with like 60 things to-do. (FL8)

Following the workshop movements, participants were asked to share how the movement felt in their bodies and what, if anything, shifted for them (Appendix 4), and this was unpacked further in interviews. In somatic terms, participants reported significant shifts in spatial **awareness**, sensory **attunement**, and mental **presence**. Moving from the extremes of hypervigilance or mental preoccupation, the participants reported movement released them from "ruminating" on their mental to-do list (FL4), brought them "more in the space [and] connected to what's happening" (FL2).

After [Pilates] I really came more alive... I was more present. I mean, I was there but I wasn't present to that extent. (FL11)

While participants expressed familiarity with this biproduct of movement, they were challenged to integrate it because the spatial and temporal realities of work encouraged the **compartmentalization of movement**. As an additional obstacle, many women thought about movement as long, structured exercise (ex. a sweaty hour-long spin class) and therefore struggled with integration of movement in work as impractical. They shared this was especially difficult as women, who experienced different standards for what it means to appear professional than their male counterparts (ex. after working out, they needed to wash, dry and style hair and re-apply makeup). This perception of movement as inaccessible and compartmentalized shifted towards accessibility and integration following the workshop (Appendix 9). Despite the work environment restricting movement, participants talked about experiencing movement as a **liminal transition space and time**. Participants reported that movement before and between work helped them to prepare for and switch contexts.

Walks while commuting is always a special time for me ... I really like these liminal spaces and moments of moving from one place to another because I just think it is when I process. (FL1)

Moving before and between contexts helped participants to “show up” ready, “fresh” and with a “clearer head” (FL11, FL4, FL12, respectively). As a medium to strong theme, movement served as preparation, processing and “buffer times” to facilitate presence in each context (FL2), even if only a walking commute.

I realized how much of a difference working out makes in how I would show up at work the next day. (FL11)

Operating as an attunement tool and liminal transition between contexts, movement mediated the participants’ relationship with changing physical and temporal environments. Leaders reported ‘showing up’ and being present was a key component of effective leadership.

You have to be in the moment... to forget about everything else other than what's going on just in that interaction. [Leading] is about being only present there, like you're making whoever it is in front of you the only object of attention for that interaction. That's what I've found... has been effective for me. (FL5)

Authentic Social Connection

The women also spoke of leadership in social and relational terms. Despite being drawn to the relational and social *ethos* of leadership, participants’ *lived experience* was characterized by **self-consciousness, inhibition** and **isolation**.

I'm just slightly perpetually hyper aware of the fact that I exist in like, the social context of other people. And, yeah, I think I have a fairly large degree of inhibition with regard to my body, there's always like a degree of inhibition that I have. (FL10)

[As a leader], I live so much of my life alone...Like physically alone. (FL8)

Some attributed self-consciousness to leading in overly masculinized spaces:

The entrepreneurial space is more male dominated that you would expect. As you go up and you're progressing, the density of men just increased? I'm quite aware of my facial expressions in settings like that. Generally, I'm a very happy go lucky, smiley, jolly person. But I need to sort of turn that down. It's like I'm tuning down a lot recently, because I feel it's necessitated by being a leader. I feel so wildly incompetent in my role as a leader that I feel I have to overcompensate with the aura.” (FL10)

This data highlighted participants’ felt experience of masculinized political hierarchies in leadership, and validated Mavin and Grandy’s research that female leaders “hold power because of their formal positions, yet remain marginalized because their feminine bodies are ‘out of place’ in organizations” (Mavin and Grandy, 2016, p.1096).

Others pointed to the loneliness of remaining distinct from the “group” as leaders (Haslam, 2004):

It's a little bit isolating. The higher up you go, the less people are up there. Sometimes you just want to be part of the group. People do look at you in a different way and have different expectations of you then, and you kind of have to be always aware of that." (FL5)

For multiple reasons, participants pervasively experienced isolation and self-editing in leadership. Yet the level of relational connection within the workshop seemed to surprise the women as unique. Following the first event, three participants lingered to brainstorm re-creating their experience as a 5-day retreat to combat loneliness in their respective fields. Following the second workshop, participants approached me unprompted to discuss bringing the workshop into their organizations to replicate the cohesiveness and safety in their teams.

The level of intrapersonal connection also surprised participants and evaded their ability to explain. One participant, confounded by her own **openness** and **vulnerability**, attempted to explain it to herself:

I was like, "why did you open your arms and say that? Where did you find the confidence to actually share?" But ... I was being very, very authentic, and usually I'm not that authentic (laughs)...I would have tailored my words so much...toned it down... But I knew that I was like, you know, I, I don't know...I do not know why I did that. Like I wouldn't, I wouldn't have done that...Although it might seem that I'm very spontaneous when I'm speaking, I usually choose my words very carefully." (FL7)

Another participant compared her ability to relate to others before and after movement:

I found that first bit hard to get into gear... [after Pilates there was a] contrast in the way my body felt and then the brain was flying for the second bit... Because I definitely felt looser... more in the space, connected to what's happening, and less like everybody is just a separate person bringing all their thoughts - more like we're all here together to explore this. I felt that more after the first movement. (FL2)

This introduced a strong theme of **cohesion and belonging**: *"The thing I'm taking out of this is belonging...I know that resonated with a lot of people" (FL7)*. While this experience could be attributed to other dynamics, participants were precise in distinguishing it as distinct and incremental to their experience in comparable environments, even within the workshop:

Researcher: How did you feel in reference to others in the room in that moment [dancing]?

FL8: A little more connected, actually... I didn't feel that connection at all anywhere else throughout the workshop.

The precise mechanism behind this experience again evaded the participants' ability to explain. Participants reported that movement "I don't know, just *did something*" that enabled authenticity and ease in **connections with others** (FL1). The

female leaders credited movement with the speed and depth of their connections, thus serving to mediator their social relationships:

That usually takes time for me...I need a few conversations before people feel extremely comfortable with me. But then I felt at that moment - just because of the exercise - the person meeting me for the first time felt absolutely comfortable with me ... that was more instant for them.... Maybe [she] just felt very comfortable with me after that [movement]? And now [she] and I have become good friends." (FL7)

Emancipation from Constricting Societal and Political Norms

Alongside their spatial, temporal and social contexts, movement also mediated how participants' relationality societal and political contexts, described by participants as **expectations, hierarchies, and norms**. One participant describes:

In Pakistani society...you have to be a certain way [as a woman]. You have to mold into what they like...I have to be a certain way for other people that just doesn't make me feel great about myself... I never really thought that women could be in a leadership position because growing up, all my ... female family members were housewives...getting married or having kids. There was... no concept of building a life outside of your home...essentially no leadership role model. (FL11)

The women described an awareness of normative, **gendered perceptions** of leadership as a strong theme in the workshop activities and interviews. However, their gendered experience was nuanced and not dualistic. Participants disclosed feeling intensely aware of their bodies when they stepped into a room of men and discomfort working under the "male gaze" (FL4).

I especially notice that I have a body when there's three women in the room and... 25 men, and ... you don't see a lot of your body type in the room. (FL6)

Participants may have been describing a shift in identity salience: by walking into a predominantly male space, their salient experience shifts from being in the ingroup as a leader to being in the outgroup as a woman (Haslam, 2004).

I had a day where like every person that I spoke to and met who were running departments in this business, aside from one person, were male and I was suddenly like, "Whoa, this is not something.... This isn't something that's felt as obvious before." (FL2)

Other women in less male-dominant industries reported pressure to conform to gendered expectations for *leadership style*, with a minor theme being rewarded for 'masculine' traits in work while being punished for those in their personal lives (or vice versa).

People don't respond well to assertiveness, especially coming from a young woman... When there's this understanding... "okay, she is competent enough to lead things" ...that's when I have the space to be my assertive self. If I don't have that.... I end up not as assertive and probably like someone who's never had leadership experience...That's not the kind of person I actually am. (FL11)

The [leadership] style ... was being forced on me. (FL1)

When asked to describe this felt in their bodies, several described a sensation of **constriction** and making themselves smaller (FL10 demonstrated hunching, FL5 demonstrated contorting herself into a small box):

You can feel like there is a certain amount of constriction of the body itself... My body would shrink. (FL7)

Women described shrinking or minimizing their bodies to fit. To reconcile a conflicted self-concept as female leaders, participants looked to **conform** with organizational and societal expectations for their leadership:

I'm in this new space where I feel a little less certain of myself. There's a less clear hierarchy...I lost my bearings a bit... Who am I leading and how am I leading? I don't know what flag I am meant to be flying. And I don't know who I am meant to be. (FL2)

Nevertheless, they felt dissonance between their perception of who they "should" be and their experience of themselves (FL9), leading to **imposter syndrome**. This finding was strong but nuanced in presentation: participants experienced crises of confidence *across* multiple personal and professional settings.

I felt a bit like I was cheating. Like, I'm not a leader...I shouldn't be here. (FL1)

Curiously, movement disrupted this phenomenon. Movement had a strong emancipatory effect. Women described "actively shedding" oppressive expectations and feeling palpable "**release**" and "**freedom**" from dancing (FL3, FL4). Related to the attunement affects from the first global theme, participants attributed "feeling bigger" and "**taking up space**" with the Pilates movement (FL10).

Before movement, I'm usually more reserved, I'm probably not even taking up as much space as I do. After movement, it's just like, having permission to take up space. (FL11)

I genuinely believe at that moment saying I take up more space came from that [movement]. Because it fundamentally altered the way I was feeling in that room. (FL7)

In striking contrast to constriction, the participants shared movement was **empowering**, boosted **confidence** and instilled perceptions of self-efficacy. While the study could not explore this within hierarchical organizational settings, one participant shared how it extended to her work context:

Since the workshop... there's been a big difference in how comfortable I've felt in that [work]space... I can feel that confidence building.
(FL2)

Movement emancipated women's relationship to societal and political norms. These experiences were often described somatically and through bodily demonstration. For instance, in the workshop, one participant reflected after Pilates, "I feel *bigger* somehow. I feel like I take up more space in the room" while lengthening her spine, rolling back her shoulders, and opening her chest and arms (FL7). While discussed in isolation, the emancipatory role of movement seems linked to increased spatial presence and decreased social self-consciousness.

Embodiment as Whole Relationship with Context

For ease of analysis, these findings have been categorized based on the participants' relationship with physical, temporal, social and societal aspects of the environment. While this categorization is convenient for organizing data, it falsely perpetuates the segmentation of embodied experience. The terminology "external" environment establishes a binary distance between participant and the world, undermining an embodiment perspective. While speaking to contextual factors, the data also demonstrated the inseparability of spatial, social, societal aspects of experience. For instance, when exploring why a participant experienced the workshop as safe, she pointed to seeing Rupi Kaur's poetry book, *Home Body*, physically on the yoga mat when she arrived (Appendix 3). For this Indian participant, the physical presence of the book signaled a deeper cultural, ethical, and political resonance that enabled social safety:

Researcher: What do you think made it feel safe for you? Can you point to any elements in particular?

FL7: Just seeing the Rupi Kaur book ... Because I know what Rupi stands for... the kind of woman she wants to model, the way she talks about femininity, strength and ... sisterhood... I immediately felt everybody can resonate with that... If somebody can appreciate this, I can understand their motivation...[and] connect with them on a better level.

The phenomenological, embodied perspective breaks down convenient segmentations of experience into mind and body, external and internal, personal and communal. The women described leadership as embedded in multi-faceted contexts, with movement mediating how they related to *all aspects of that context in one unified, embodied experience*. Movement mediated participants' environmental relationships, allowing them to experience mental and physical presence, authentic connection with others, and emancipation from constricting norms. Thus, the integration of movement mediated the relationality of their leadership process.

5.3. Movement is Generative

As represented in Figure 4, the second global theme was movement is *generative*. *This finding demonstrates how the participants experienced movement as generative for their inner becoming process through insight, resources, renewal and enactment of change.* While the categorization is misleadingly binary, these processes were described as *inner* processes of becoming that then flowed into and fueled more *externally* inter-active, relational processes of leadership addressed in the first global theme.

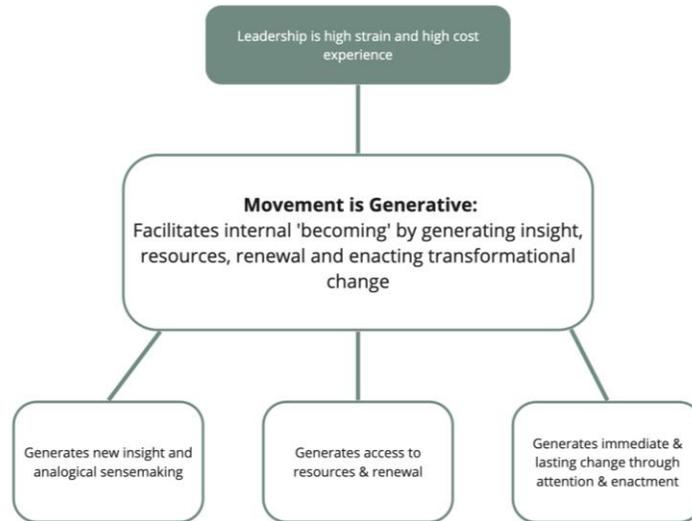


Figure 4

Empathetic Leadership is High Strain

When asked about their relationship with movement and how their bodies “show up” in leadership work, participants described the weight of leadership in physical terms. Leadership was **high strain** and - when not balanced with movement and rest – led to burnout. Citing responsibility and empathy, women were conflicted between resonance with and the felt cost of leadership. Every leader described how their bodies acted as “indicator lights”: they’d learned to notice how postural changes, illness, bodily sensations (stiffness, nausea), and body language provided **interoceptive insight** into their leadership sustainability. One participant shared her indicators and rebalancing strategies:

But I have started noticing the things that my body does that tells me I'm going down a not-good path. So, if I'm in a situation where I stop having ideas, that's not good... that can be a warning sign. So then I [think], "okay, what's put me in this situation? I'm probably being drained too much." So, then I turn that tap off and start refilling. (FL5)

On participant describes leading difficult situations:

There is one very physical tell... [when] it's highly confrontational, my fingers will tingle ... if I if I don't clench it, if I'm holding it [open] like this...you can see the shiver. If I'm sitting, I feel it more. (FL7)

Movement helped bring attention to bodily “indicators” and translate those into insight:

During the workshop I just noticed my back and how stiff I feel! I put a lot of pressure on myself... And I feel like that pressure has really translated into like this kind of stiffness in my body. I'm just noticing it's now, but I feel like it's something that's probably been there for years. (FL11)

They also reported that without regular movement, the strain of leadership also compromised their **mental health**.

I wasn't exercising...it was eating away at my mental health...I just kept seeking movement as the thing I knew would get me through everything...if I didn't do it, I was literally going to go crazy. (FL1)

Despite resonating with the ethos of leadership, participants were conflicted about the cost. As a strong theme, movement was a “powerful” “lifesaver” for counteracting the strain and sustaining them (FL3, FL1). Citing reasons to be discussed in the subsequent organizing themes, every woman mentioned movement practices that were non-negotiables, even those that reported disliking ‘exercise’ (ex. gardening, walking).

Access to Insight and Analogical Sensemaking

Movement also **unlocked access to new insights and breakthrough**. During and after the movement portions, participants reported increased “openness to new perspectives” (FL10) and access to new insight about themselves:

That [workshop] format led me to discoveries about myself that I hadn't accessed before... it was very effective at doing that.... It absolutely... opened up a path of thinking I hadn't accessed before. (FL5)

Several participants unlocked insight (leading to changed behavior and breakthrough) that they had never accessed, despite having tried similar reflection processes without movement in the past.

*And I've done those [activities] before...And then we moved into a movement... I'm like, this is very interesting, because I already know this...This is not something that's new to me. **I cognitively knew it**. So, there's something else that is blocking me from doing that [behavior]. This has to be intentional, **even though I don't have access to it**, and then you were asking...just see what is coming into your body...But this word that just kept coming into my mind during the movement was ‘punishment’ - it just kept coming up. And then I'm like, “whoa, that does explain all of this...damn, that's what I'm doing!” (FL5)*

To be unpacked as a distinct finding later, participants translated these new insights into breakthrough action, resulting in immediate and lasting changes. They reported this experience as therapeutic (as “powerful,” “wow, just wow,” “whoa I got chills,” “that was like therapy”) and exceeding expectations (“I wasn’t expecting this to be so powerful” (FL9)).

In addition to these insights, participants also credited movement with **generating new connections**.

When I'm being exposed to new things ... and then I... move - particularly if my heart rate goes up - ... I just form new connections.” (FL5)

Movement seemed to move tacit knowledge into experiential knowledge by grounding concepts in bodily experience:

The workshop for me would have been less ... successful, effective or insightful without that cardio part because ... that really connected everything for me ... without that component, the workshop wouldn't have been the same in terms of... insightfulness. (FL4)

As previously mentioned, participants demonstrated simultaneous clarity about their experiences with movement while struggling to explain the mechanism of that experience:

I think this whole process of talking, working out, and moving our bodies...it's like you start making connections, ... you direct your energy and you start understanding. I mean, it is not a clear.... it's not easy to understand the connection. But I think once you start doing this flow, you start understanding the power of your body. (FL3)

Lastly, participants experienced movement as an **analogical sensemaking process**. Several participants shared about utilizing a movement to shed, make sense of, or ground a concept through bodily enactment. One female leader used the dance-cardio movement sequence to actively “shed” constricting perceptions of leadership and her subsequent imposter syndrome.

I ... decided, “Okay, we're going to make this a ... ceremonious shedding of conceptions or the incongruency...’ What I identified when we were reflecting was this...imposter syndrome of feeling like I need to know things to feel credible. So during that exercise, I was repeating to myself or trying to remind myself... “it's okay, not to know like, it's okay not to know, it's okay not to know” (shakes out arms while chanting) ...It was this impactful moment of trying to shed something very actively. (FL1)

This participant utilized movement as an analogical enactment of her own emancipation from constricting expectations and imposter syndrome. This example highlights the interconnectivity of these organizing and global themes.

Resources and Renewal

As a strong theme, participants credited movement with generating internal resources for leadership. They described movement as **increasing capacity** for creativity, problem-solving and patience, as well as **renewing** them through affect regulation, stress relief, and enjoyment.

I show up with a much clearer head...I just have a much higher patience, level-headed[ness] to deal with things, particularly people...The key difference I see if I exercise before work [is] the magnitude of a problem... is significantly reduced...So many good ideas come from being on a run...specifically for problem solving.” (FL12)

Movement also **generated energy to overcome barriers**. Many participants described feeling “stuck” or “paralyzed” in work, and using physical movement to get unstuck. Movement simultaneously generated energy and lowered “resistance” to action:

It increases your energy...and gives me more motivation to do other things. It makes that barrier between things you should be doing and having the energy to do it...it thins out the resistance.” (FL5)

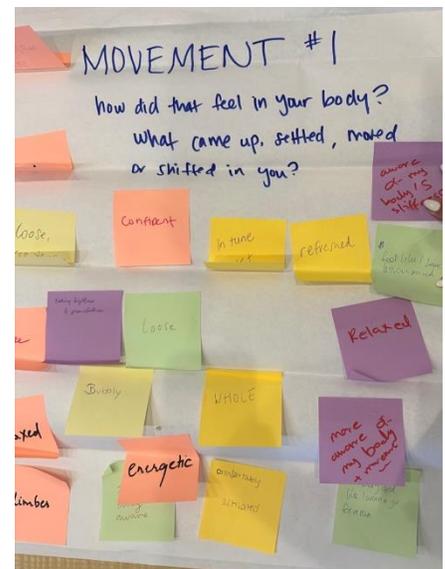
Lastly, participants reported a **cumulative increase in mindfulness** following the workshop. Movement increased their embodied mindfulness as a self-perpetuating, generative cycle.

Enactment of Transformational Change

The integration of movement generated a multiplying effect of action-orientation, attention and capacity with participants: these effects were both immediate and lasting. As pictured in Figure 4, participants reflected on their experience immediately after Pilates:

Every participant noted change “since the workshop” in behaviors, mindset and relationship to self, evidencing sticking power:

Since the workshop, I like choosing the longer walk to the office, or walking my dog before I head off, just something so that I have moved my body. I’m more connected with my body. Before I get into that space where I’m going to need to be like switched on.... I noticed the difference strongly. The more intense the exercise, the more connected I feel. (FL2)



Lastly, there appeared to be reciprocity between movement, perception of self, and social contexts, demonstrating interconnectivity in these findings. Women described movement and themselves-in-movement in social terms. For

instance, after describing certain movement as life-giving, one participant seemed to self-contradict and described herself as someone who does not enjoy it:

I've just never enjoyed it at all...it's always created more...stress for me than good...And even growing my sister was the athletic one... because I was the math's girl, right? I lived in a beach suburb where you were either the sporty surfer person, or the academic. I was the academic. So, I always struggled with movement - not enjoying it. it's definitely come with a lot of stress and. frustration (FL8)

This apparent self-contradiction, however, indicates social dimensions to movement and self-experience in movement. The participant describes how movement had been compartmentalized as competitive athletics and identity as athletics or academics. Despite evidence of her own enjoyment of walking and dancing -- when forced to locate herself within harsh binary social constructions -- her experience with movement and herself-in-movement becomes strained. Conversely, other women reported how movement practices transformed their self-concept, enabling them to identify as someone “who runs,” “goes to the gym,” “enjoys moving” (FL1, FL11, FL12). These findings indicate that movement reciprocally influences participants’ sense of self within a social context.

6. DISCUSSION

This section will unpack these findings in light of the conceptual framework and discuss research limitations and subsequent recommendations for further study.

6.1. Discussion

The findings validated the conceptual framework that leadership is primarily an embodied and contextually interactive process. Situated in embodied relationship with their environments, the participants experienced movement as a mediator of that inter-relationality. These findings speak to the relational ‘inter-processes’ of leadership, as termed by Küpers (2014). In addition to validating the body as primary for perception and interaction, the participants’ experiences inform our understanding movement as a mediating mechanism of embodied leadership.

Uhl-Bien’s conceptualization of the ‘relational’ leadership is particularly helpful: she introduces “middle space” as the “space between leaders and followers” in which leadership occurs (Ladkin, 2013, p.333). This locates leadership within a dynamic exchange *between* entities, which this study’s findings expanded to include social, temporal, spatial and societal actors. Like the leader-follower relationship, relationality with time, space, societal norms, and power hierarchies “lack materiality” and therefore is challenging to observe (Ladkin, 2013, p.333). The phenomenological approach to experience, however, returns to the physicality of ‘middle space’ relationality. As Ladkin confirms, a return to embodied phenomenology “offers a view of perception can help us conceptualize this middle space...in a way that renders it more ‘palpable’” (Ladkin, 2013, p.333).

Additionally, Merleau-Ponty's perception is a "reciprocal, full-bodied encounter" between bodies and the world (Ladkin, 2013, p.347). The findings indicate the leaders felt that movement mediated their "constant dialogue" with their surroundings (Ladkin, 2013, p.347). Movement mediated that 'dialogue' and enabled participants to relate to the temporal and spatial environment with attuned presence.

In relationship to social and societal contexts, participants experienced similar mediating effects. Bounded to all female participants, the results indicated a surprising reversal in intra-gender norms as observed by Mavin and Grandy (2016). According to their research, women often experience abjection of their bodies among women, as a perpetuation of inter-gender marginalization within the leadership context (Mavin, Grandy, 2016). In contrast to participants' experiences agnostic to movement and to Mavin and Grandy's findings, participants described their workshop experience as lacking 'normal' social self-consciousness and inhibition and a surprising increase in authentic female connections. Similarly in relationship societal leadership norms, participants experienced 'constriction' and 'shrinking,' demonstrated by miming contorted themselves into a box. The participants related to this pressure through conformance and conflicted self-concept (imposter syndrome). However, they credited movement with allowing them to inhabit 'more space,' feel 'bigger' and 'free.' These findings describe 'micro-emancipation' from organizational, societal and political control at a visceral level of experience (Alvesson, Wilmott, 2002). While bodies can be "sites for managerial power and control struggles," these findings validate what "scholarship has also insisted on the body's ability to remake, thwart, or limit control attempts, emphasizing the agentic and even emancipatory potential of bodies" (Bigo, Islam, 2022, p.649; Küpers, 2014). While Küpers (2014) argues for the emancipatory potential of embodiment for organizations, this research highlights a similar potential for female leaders.

Within the second global theme, the results focused on 'intra-processes' of leadership (Küpers, 2014). As discussed, the female leaders attributed generative effects to movement. The women reported movement made them feel looser and more open, and also reported a feeling of gaining access or unlocking something new. They are perhaps describing an "unlearning process" that Bigo and Islam identified in their research on yoga as leadership learning: "by loosening taken-for-granted or unreflected conceptions, ... a critical [negative] space is created that can allow a "clearing of the field" for building new concepts (2022, p.662)." A psychosomatic perspective explains that bodies 'store' knowledge through multiple, inter-connected mechanisms in the body, accessible via movement (van der Kolk, 2014). However, the insight extended beyond access: like Bigo and Islam's findings, participants used movement to "performatively analogize" concepts and ground knowledge in the "direct level of bodily experience" (2022, p.650). Citing Shore's theory of analogical schematization (1996), Bigo and Islam theorize that analogical movement 'translates between inner and outer experience' (2022, p.650). Serving as a translation device, movement generated "motor-meaning" in the body within the immanent sensemaking process (Mooney, 2011, 366; Sandberg, Tsoukas, 2020).

The participants experienced movement as unlocking inner resources and renewal. When asked about their past relationship to movement (whether they 'enjoyed exercise' or not), participants were quick and familiar in sharing about cognitive, emotional and physical benefits of movement. What is more interesting, however, is how they reported

movement was generative for immediate and cumulative change – but the integration of movement profoundly amplified the effects of their normal, more compartmentalized routines. According to Forstmann et. al., this type of result is “especially remarkable” due to the “limited controllability” of automatic behavior (2012, p.1244). While the reasoning for this would require further study, Huberman’s research on neuroplasticity is helpful in identifying how the combination of movement and attention could facilitate the production of neurochemicals required for neuroplasticity (2023). From an organizational leadership perspective, Ibarra informs us that enactment precedes cognitive changes (2015). As such, if movement unlocked access to inner resources and renewal and facilitated the *enactment* of that ‘version’ of self, then facilitated the *becoming* of that self. More simply, we become as we enact. For these female leaders, movement generated an embodied enactment of a renewed and resourced self.

Knights argues that “if bodies are to matter, binaries need to shatter” (2014, p.200). As discussed, current leadership scholarship and practice both struggle to escape a binary, compartmentalized epistemology about bodies in work. The integration of movement is a way of “forefront[ing] the body in order that it does not ‘disappear under the weight’ of leadership practices and theory (Sinclair, 2005a: 387)). As Sinclair contends, when bodies are re-centered, “possibilities emerge for people doing the leading” (2005a, p.403). Movement serves to reintegrate the body in leadership.

This research demonstrates that *movement moves us*. While the findings cannot be generalized from this scope, they indicate that movement has potential to mediate the complex inter-relationship and generate intra-becoming for female leaders. Together, movement “dissolves” the gap and re-integrates the body, and therefore, the whole and primary self, back into the leadership becoming process.

6.2. Limitations & Considerations for Further Study

With some exceptions, the more the body has been talked about, the more ‘bodiless’ it has become.

*Theorizing has got hold of the body and rendered it to within an inch of its life, leaving it inert and parched,
in a corner of theory.*

- Sinclair (2005a, p.390-391)

Due to scope and time constraints, this research was limited from exploring several key components of embodied experience longitudinally. Generalizability is not possible at this stage, yet the research provides exploratory promise. As such, further research is recommended to explore embodied movement in relationship to diverse and distinct gender, power and culture contexts. Since this study was bounded to female participants and conducted mostly within an ‘intended-distanciation’ setting, it could not examine the experience of movement when integrated directly into varying social and political contexts. While the two-week ‘soaking’ phase lightly accommodated for this, further longitudinal

research is required to understand the potential strength and salience of movement's relational effects across an organizational, all gender, hierarchical environment. Additionally, while this study included social elements (with the group workshop), it focused on experience at an individual level of analysis. Thus, further research is recommended to probe movement as relational and generative at group, organizational, and societal levels of analysis. Expanding the study longitudinally, across contexts, and into multiple levels of analysis would investigate Küpers' theoretical imagination that embodied practices remain key to creative organizational transformation. Lastly, while I endeavored to embody my own methods and honor the complexity of others' experience, the translation of embodied experience into words falls short. According to Chia and Tsoukas, the moment we halt the movement of living existence to theorize about it, it becomes lifeless (2002).

Encouragingly, this research demonstrated that embodied methodologies are pragmatically transformative. Through the three-phase study, the women demonstrated their own phenomenological process, resulting in the "dissolving of dualism" in their own mindsets about movement (Knights, 2015, p.200). In place of compartmentalization, participants began conceptualizing movement as a skill that could be integrated, accessible and individualized (not prescriptive) into their leadership contexts (see additional data for practical application in thematic codebook, Appendix 9). This revelation emerged out of bodily experience and into cognitive awareness, true to the phenomenological premise. Researching embodiment without smothering it in theory requires researchers to "dissolve" our own dualism, collapse the binarization of the researcher and the 'researched,' and engage an 'unfurling' process of discovery *in* and *through* our own bodies (Knights, 2015; Sinclair, 2005a). To move our theoretical understanding and practice forward, bodies must lead the way.

7. CONCLUSION

Movement is the final common pathway.

- Sherrington (1906)

Neurophysiologist Sherrington famously taught "movement is the final common pathway," meaning it is the culmination of all sophisticated neurological processes (Huberman, 2022). Physical movement requires a simultaneous synthesis of neurological processes for perception, sensory feedback, proprioception, and muscle activation -- converging in one neurological pathway to generate movement. Movement is a shared pathway in which complex processes inter-relate to enable participation in the world. This neurological concept provides *an analogical lens* for understanding how movement might move us in leadership as a mediator for complex inter-relatedness and generative process for self-enactment. Thus, this research argues that movement is an embodied enactment of integration, and as a leadership practice, movement re-integrates the body back into the leadership becoming process. While the female leadership

experience is often marginalized, oppressive, and draining, this research demonstrates promise that movement could mediate these effects and open a “common pathway” for more emancipated, expansive, and renewed alternatives.

APPENDICES

Appendix 1: References

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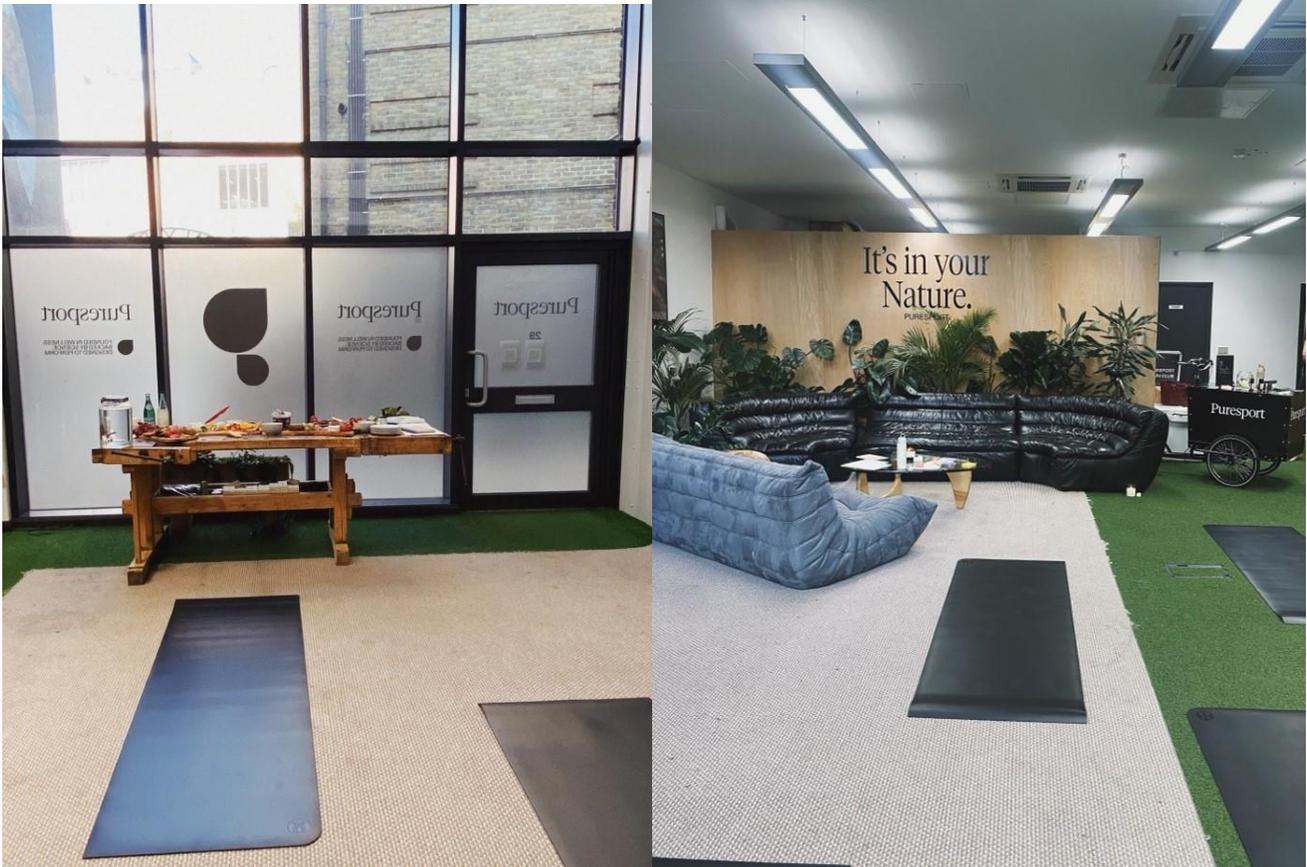
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Appendix 2: Workshop Agenda

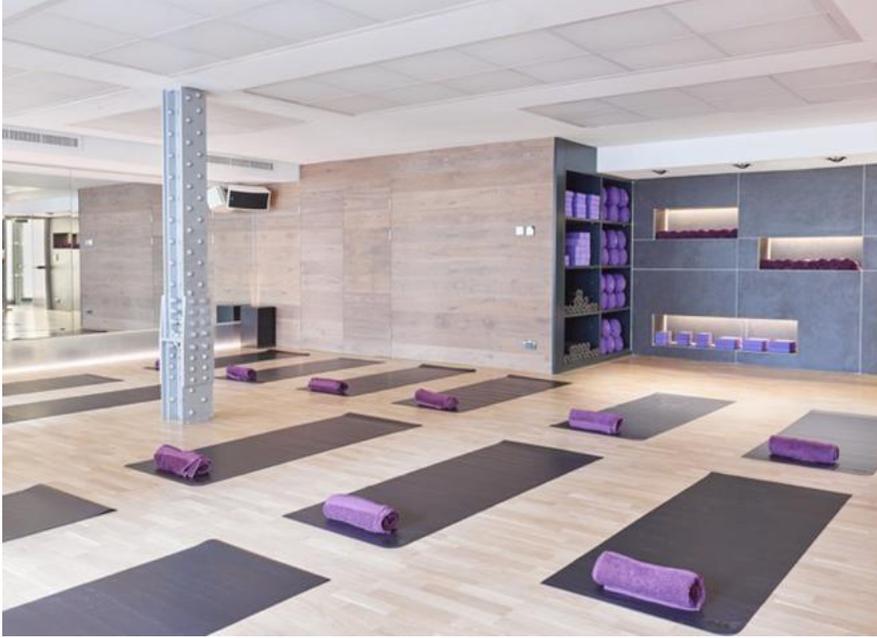
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Appendix 3: Workshop Setting

First Workshop Location (PureSport HQ):



Second Workshop Location (Third Space Soho):



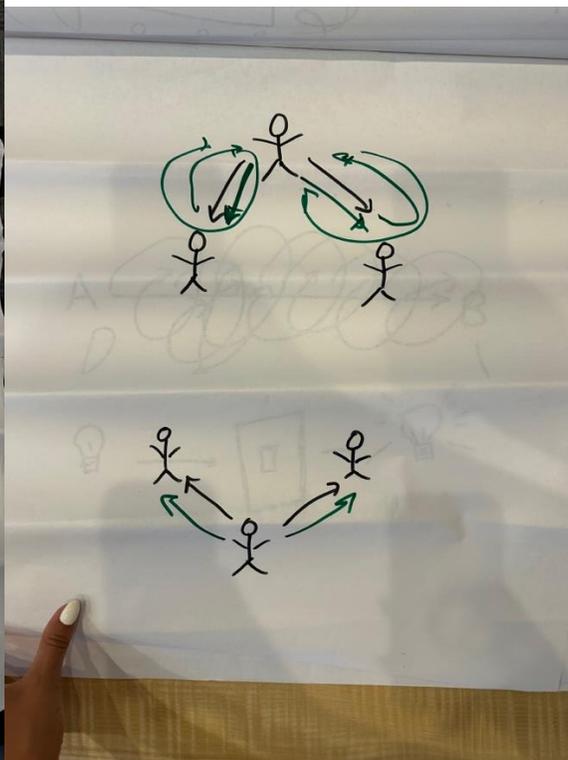
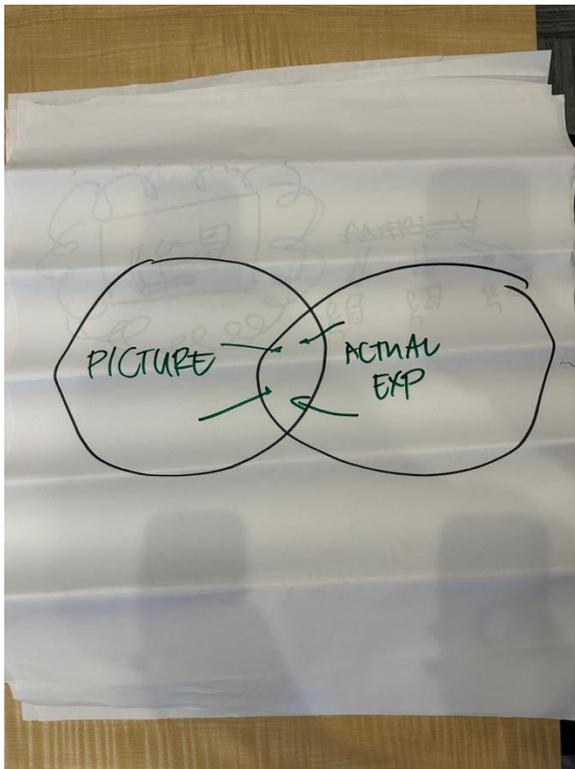
MOVEMENT #1

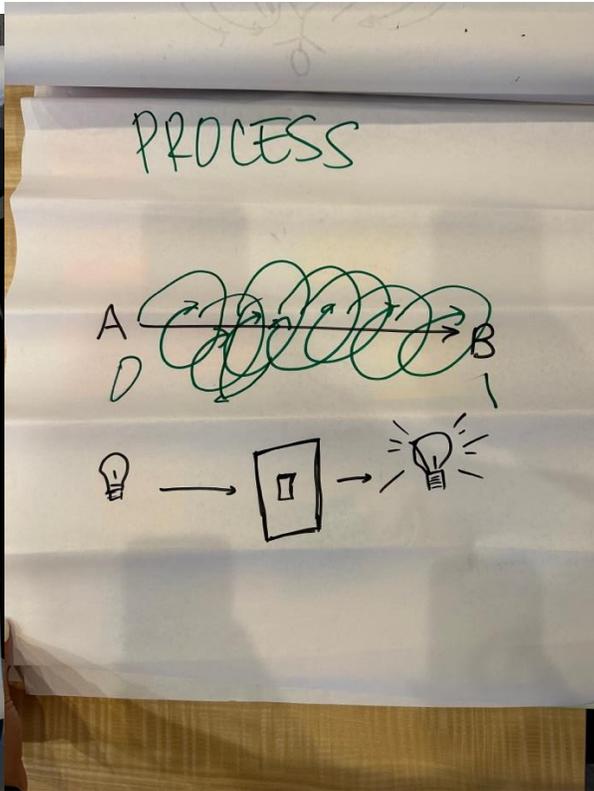
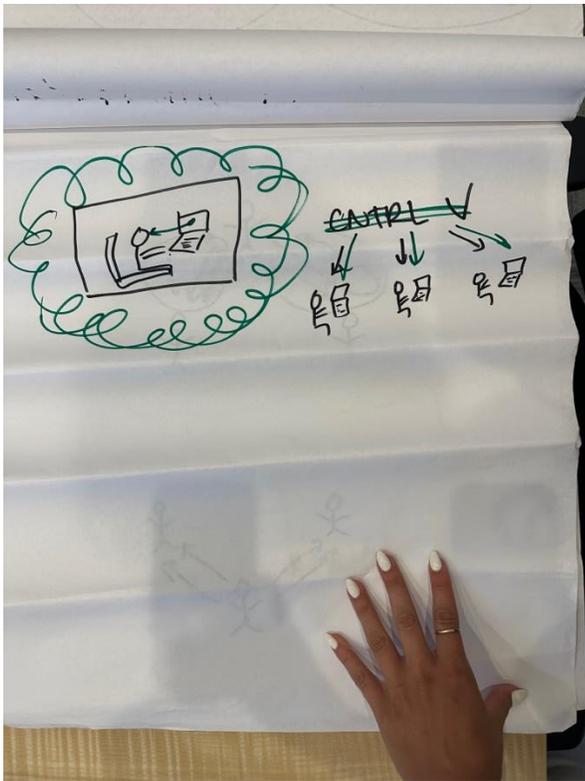
How did that feel in your body?
 What came up, settled, moved
 or shifted in you?

Loose, Confident, In tune, refreshed, aware of my body's signals, feel like I'm in sync with my mind, Loose, Related, Bubbly, WHOLE, more aware of my body & movement, energetic, complimentary, activated, being aware, Limber

WHEN/WHERE YOUR BODY SHOWS UP IN WORK

preparing all my notes when I'm nervous, Lots of hand expressions on call, when I see or hear, Meetings where there is conflict, Tedious + laborious tasks, Exec Presentations, A fun to think!, when I see or hear, Meetings where there is conflict, Exec Presentations





EARLY PICTURES OF LEADERS / LEADERSHIP

AGE

Context matters!

inconsistent

grandpa

Control

low of motivation

directive

Grey Hair

leading by example

DEARCHEAL

old man in suit

aggressive

autodidactic

kind

My English Teacher

models

LEADER 1
AGE 2000
NET 1000

HOW WORKPLACES APPROACH

inconsistent set of training

Assign interests

Pole change

Ownership Behaviour

into dump

Master coach

Performing = at next level

Output

always balanced

not very serious (LA position at the top of an approach)

Best reflects org. citizenship

done well

Output not how you get there

Change level of one without the training

Pole title change

autodidactic

FOCUS IN
DEFINITION
MAKING
AGE 2000
NET 1000

EARLY PICTURES OF HOW WORKPLACES APPROACH LEADERSHIP DEVELOPMENT

Formulaic
one formula of workshop style even if doesn't work for you

social.

unsupported on your own

exclusive

on your own

non holistic training

Be absorptive

Offsites + time away from "day to day" activities

WATCH & LEARN

not do

just do it

Doing more than expected

you are chosen, don't get to choose

Chosen DE to people that do & accomplish more

often no training unless on 2720 team

Book Clubs/ Workshops/ Seminars/ Training Days on infrequent

expressed self-development

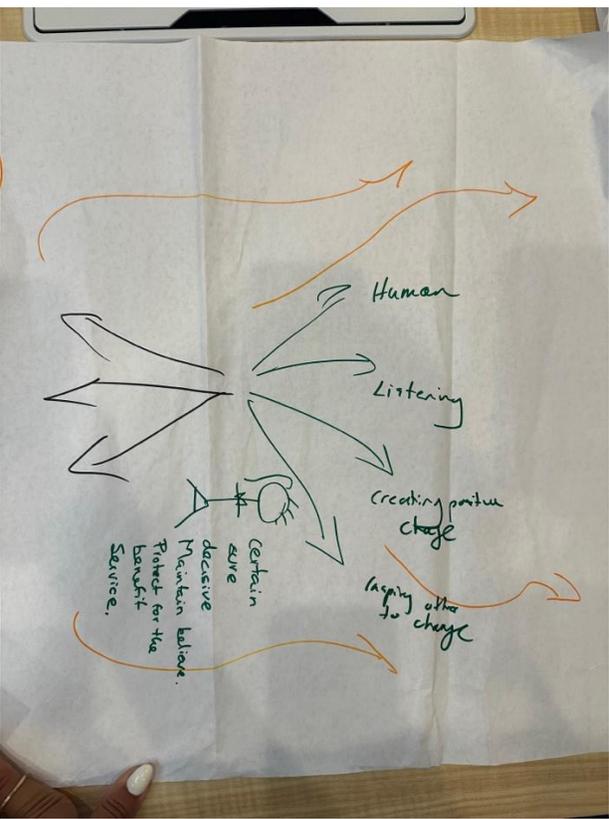
"tapped on the shoulder"

Dim it yourself in your own time

good if clear when development but less clear when development

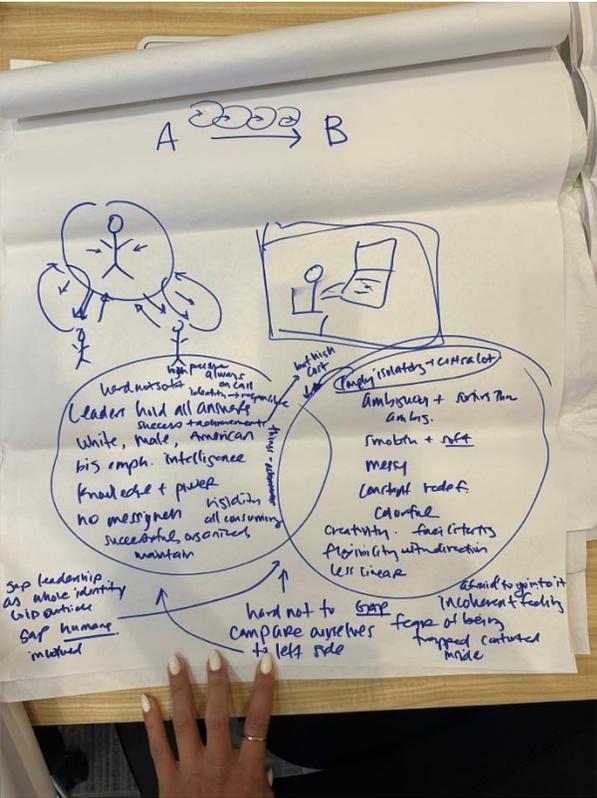
you own your development, have to do it on your own

How good!



Charisma
 Connect/draw others in
 Listen
 Honest awareness of present state
 Channel hope/optimism
 Experience/Credibility
 All-consuming/always on
 Tenacity

Drawing boards
Responsibilities



Appendix 5: Two-Week Soaking Period (Guided Practices)

<Redacted>

Appendix 6: Interview Topic Guide

Welcome

- Gratitude for their willingness to participate
- Confidentiality, Voluntary, Recording Options (airpods or holding phone between)
- Structure of today's session:
 - 1. (Action Research): 4x4 square breathwork with sensory grounding (while moving)
 - 2. (Interview) Contextual questions to explore more of your background going into the workshop
 - 3. (Interview) Experience with workshop & in two weeks since
 - 4. (Action Research) If consented to by participant, conclude in collaborative reflection about further integrating movement in current, contextualized leadership becoming
- Begin Recording

Starting Movement with Breathwork

- While walking, lead square breathwork (4 count inhale, 4 count hold, 4 count exhale, 4 count hold)
- Provide sensory grounding prompts (notice all 5 senses while moving, breathing)

Alright, how are you feeling today?

- Coming into this session?
- Now, after that breathwork and walking?
- (Follow up questions as needed)

In the workshop, we talked about your early perceptions of leadership and about your current experience. I'm wondering if you can give me more background on your story. Tell me about your leadership journey.

- What were some of the formative, early pictures you had about leaders or leadership (or ask follow up if they already shared in workshop)?
- What was your journey into leadership like?

- Do you, or have you, identified as a leader in the past? Tell me more about how you see yourself in light of these experiences or pictures of leadership.
- (Follow up questions as needed)

Let's pivot slightly, I want to hear more about your relationship with movement throughout this journey. What was your relationship with movement like growing up and throughout this leadership journey? (Sample follow ups below)

- Was movement a part of your life growing up?
- How did it show up at different points in your life?
- What did it mean to you, or why was it important/not in those different moments?
- How has that intersected with work? In the workshop, we talked a bit about how our bodies show up in our work contexts. How has your body related to your work in the past?

So now that I've learned a little about your journey heading into the workshop, what specifically peaked your interest about the workshop?

- Tell me a little about how we got to be having this conversation today!
- What stood out to you about the workshop opportunity?
- What were you hoping to explore or experience?

Thank you for all that information about your background and for trusting me with those pieces of your story. Let's talk about the workshop experience specifically for a bit.

- What was your workshop experience overall?
- Let's break it down a bit and talk about some different pieces of your experience.
 - (Review agenda flow, ask about specific experiences of each movement flow)
- Let's talk about the first movement pattern, the pilates and mobility flow (this is first two movement patterns for first workshop - jog their memory about what the movements were like and when this happened).
 - How was that for you? Tell me more, how come?
 - Did anything shift for you during or after that movement?

(When they describe certain feelings or experiences, ask about sensation and how it felt in their body to get layer under the experience, interoceptive level).

- After the first movement pattern, we did a contemplative exercise borrowed from examen practice, where you reflected on and wrote down bodily experiences connected to feeling either energized/connected/alive/comfy in your own skin/in flow (left side) OR opposite – disconnected/drained/numb/uncomfy in your own skin/clumsy/frustrated (right side)
 - What came up for you during this reflection?
 - Did you notice any patterns?
 - Have you noticed anything in the two weeks since?
- First workshop only – ask about third movement, the walking break.
- Our second movement pattern (fourth movement for first workshop) was a dance/cardio bit at the end. Tell me about your experience!
 - What was that like for you? How did that movement feel in your body? How come?
 - Did anything shift for you during or after that movement?
 - (When they describe certain feelings or experiences, ask about sensation and how it felt in their body to get layer under the experience, interoceptive level).
- Let's talk about the format of the workshop. We alternated between movement, somatic (how does this feel in your body) reflection and more traditional "leadership" workshop activities. How was that experience for you of trying out more closely integrating or pairing movement and leadership?
 - Discuss common compartmentalization of movement and leadership/professional activities. How was the experience of the format/structure of the workshop for you – more closely integrating movement and leadership-related discussion/practices?
 - How would the experience have been different without the movement pieces?
 - Did the movements relate/connect to the other content or did they feel more side by side / disconnected in your experience? (Ask follow up here based on response – if so, how did they relate/connect in their experience?)
- So, how have you been doing since the workshop?
 - Have you noticed anything else in your experience?
 - Has anything shown up for you as you've returned into your work context?
 - (Follow up questions as needed)

- Optional: Collaborative Reflection (Action Research): What are the areas or places that you're currently curious about, feeling stuck or wanting to grow/expand in your leadership?
 - Reflect back anything I've heard them share in the walking session that might be relevant.
 - Ask, how does that land with you? How does that feel in your body?
 - Ask questions about how they think movement could be further integrated and help them move in this place.
 - Hold space for any additional thoughts or insight they want to share/process here.

- Wrap Up
 - Any final thoughts for me or things you think I should know?
 - How was this walking format for you? Do you think it changed the experience or conversation in any way (as opposed to seated or on Zoom)?
 - Thank you so much for your time (stop recording)

- Leave additional 2-3 minutes for "off mic" space in case they have more to share that they don't want recorded.

Appendix 7: Sample Interview Transcript

Tue, Jun 20, 2023 6:02PM • 1:12:57

Kings Cross Canal Walking Path

Prior to recording:

- Thank you
- Review recording, anonymity, voluntary participation and consent
- Discuss what to expect today's session
- Guided breathwork and walking session

Researcher:

How are you feeling coming into this conversation today?

FL1

Oh, um, today I've been feeling kind of sluggish, I guess and unmotivated.

Researcher

Yeah yeah great. How is it feeling in your body walking right now?

FL1

No, it's actually better. When I actually get myself out and start doing things, then I find that it actually increases your energy. And gives me more motivation to do other things. Mmhmm. It's more just like getting, I don't know, if I hadn't had other things scheduled in my day, if I would have been able to push past that like invisible kind of barrier and resistance, but then once you do it kind of makes the barrier between the things you know that you should be doing and having the energy to do it. It just thins out the resistance. Yup.

Researcher

Tell me about your journey into and relationship with leadership (update question here)

FL1

I don't know that I actually thought that much about leadership earlier on. I certainly never aspired to it. Although, I kept finding myself - that whenever I would be in a group context, I would always end up in one of the spots - I would always end up in a position of leadership, but it was never kind of intentional. So, I don't know that I actually ever looked at leaders specifically as like a special category necessarily, other than when I separate it into like, what I'm calling "big leaders," meaning heading up large organizations, or organizing countries - those seem like the task is so big, that I think I

never even kind of looked at it with any kind of consideration. So I honestly never really looked at what my career life even was really going to look like in terms of what type of role I would be in. And generally, when I'd find myself in leadership positions, it just seemed like a natural thing to be in or, like my first kind of main leader role... well, it was more of an assistant but still like in a leadership position ... came about because I got tapped literally in the hallway, "Oh, can you like kind of help out with this, like one little thing?" Then I just moved in, worked on that one little thing, but then realized there was actually this quite larger area that also needed work and kind of created a position. (Yeah). And then because of that, then naturally moved into taking on another leadership position - which that's when I actually did realize in my mind leadership does mean more, because I didn't think I had been looking at what it actually takes to be a leader. Yeah. Because I always ended up in these like small, small, small "L" leadership roles. But to make the leap into where you actually have a large degree of responsibility, was quite eye opening and that's when I actually started feeling the weight of it, when you actually have responsibilities that impact other people. When you have ideas that you have to actually coordinate a group of people to want to do, or to be willing to move with you into trying. And that's when I also realized that I love doing that kind of work. Maybe sometimes too much because then I was giving so much of myself outside of my job to that job to that role, that it actually for me led to me getting personally kind of burnt out, because I think it's because I hadn't known what I needed to actually move into those roles - because it almost like seemed like it just happened and yeah, kind of like accidentally. I didn't realize what I would need for myself personally, to be able to maintain the energy that it takes to do with all the things that were required of me as a leader. And some of that was also like you see people doing things and don't realize all the skill it takes sometimes. And so when you're then in these roles, it's like I guess any other thing but you're constantly learning all these new skills, if you want to be any good at it. Yeah. So, it's like constant learning yourself. But then the consequences seem larger because of how many other people are affected by your learning. So that was tricky. Yeah. Um, so I think it was difficult for me to feel like I was doing a good job. If all of the things I could imagine, that could be, I couldn't make happen. So that's one, two, so then you constantly feel like you're failing. Yeah, because you see what could be, and you can't make it occur. Or you're having to - it will happen but takes five years, like Yeah. And oftentimes, like knowing okay, how do I describe it? Like, you know, what we need to what you want where you want to get to, but if, if other people don't see it yet, you are the you are the catalyst. Like you are the energy. You're helping them see what can be, you are the constant you are the source of the motivation. You Yeah, you are the energy source. Yeah. And oftentimes, it feels like it's like when you're out backcountry skiing, somebody has to be in front cutting trail. And it's exhausting because you're the one who's putting in the energy of going through the resistance of the snow for everybody else is also hard, right? Doing something that's not necessarily comfortable, putting in a lot more effort than if you're at a ski resort, but it's easier than the one in front. So, I felt like I was constantly always that person in front without being able to cycle through and get my turn getting a break. So, I think that was Yeah, I think it was put on myself. I think I put it on myself, honestly. When I realized and that's been a process of realization of moving away from being in the leader role is that I'm the hardest person to say no to. I generate a lot of work and what requires energy from myself. But I also sometimes would, I think project that into feeling like other people were expecting it of me, but I actually think a lot of it was more coming from myself than other people. But then also because you are dealing with a

group of people who you want the best for them. You know, you make one mistake with a quick email. You don't even think twice about, and you end up offending somebody or hurting someone's feeling. So then, you know, you have to learn, figure out how to make that right. And not just because you want it to be right between you and them, but also your role as being someone who's respected enough that people are willing to follow you depends on you constantly repairing all those relationships all the time. Which, yeah, I mean, you should be doing anyway, but I feel like there's even kind of a greater need for it. And like you *have* to make things right, or you could just lose ... you could have lost all the credibility that you had. That's maybe being too extreme again, I think maybe putting too much on myself that didn't need to be there, but I do feel like there is that - like you have to maintain. You have to be someone who's relatable, but also exemplary. So, balancing those two things all the time, is I find hard. And then you're also just like learning skills like how do you delegate, how do you negotiate? How do you coach somebody? How do you know, that executive function of getting everything done? That's not something that's natural for me. That's something I have to spend a lot of energy at. So, I also take some, take the energy away. And so for me to do those jobs, what I've realized is, I have to be then very strict on myself, of making sure that I have all the inputs, that I need to be healthy, constantly going. And I have to put barriers, boundaries on myself. If I'm not willing to do those two things, then I don't think I would move into a leader role again because the cost is too high. Yeah, so I think for me, that's like, one thing I realized I didn't realize how important that was, until I let myself go through a period where I wasn't being intentional enough with what my body physically needed. And then seeing what happened. Right, how I just went through a depression like couldn't, I just was not, I was like a shell of myself. So that's when, for me, I've realized what it takes to be effective... and it's all kind of like, okay, if I just want to go and do my normal job, which is not, for me, now not that hard, I don't have to be as on it all the time. If I want to move into something that requires me to be stretching myself, to the degree that a high level leader role would mainly because of the organizational ability and the managing expectation and feeling like you're constantly having to be "on," then I know I have to be like VERY much on top of what my physical body needs, which means I have to be paying attention to all. Everything I'm eating. I have to be exercising. I have to make sure that I give myself like I need like one day where I can like wake up without an alarm clock. I need one or two days where I get to have a long period of time in nature. I have to have carved out some period of time where I feel like I have free time where I can turn my brain off. Because if I don't have that, then I lose my kind of creative aspect. So, it's like I feel like I need what like a slacker slacker needs, like free time, no agenda, no responsibility. And then I have like, all of this energy for creativity. Creativity. Yeah, and seeing like new ways of doing things and that kind of thing. But to actually move things from ideas into action, requires all of the things I don't naturally do. It's like getting things done. So that means I have to let my body do what it optimally needs. Because I'm asking it to do something it doesn't naturally want to.

Researcher

Thank you so much for sharing that. Tell me more about how your body shows up in this process of leadership you're describing. What has been body's role or your relationship to movement in this context?

FL1

Yeah. And that's what I find. It's hard when you're in a leader role because there's expectations and things to be done at all times. So, to be able to break it off, where you feel like there's nothing you have to do is very, very hard versus my other job. I can just walk away from it. Like it's done. I can stop thinking about it. And then I can just do whatever I want. That's not the same when I'm in that other kind of role. And it's kind of like, then I also feel like this is maybe going to sound terrible, because I do honestly care about the person just in and of itself does that relationship in and of itself as a leader or someone who wants to have influence. You also have to, in my mind, I'm constantly also thinking about what is required of you to maintain that influence? And that means you have to step up for people when they need you. Because influence is earned. The higher up you go in a leader role, the more influence you need. The more you have to earn.

Researcher

Yeah. that makes sense.

FL1

Yeah I think the key, like the main thing that I've learned is in kind of both areas ... both when I'm seeing patients, but then also when I am working with a group of people that are more like part of your team in that leader context, is it's actually about finding more stillness. Like you have to be in the moment. So, it's like you have to forget about everything else other than what's going on just in that interaction. So in that sense, it's umm... I don't know how exactly how I would describe how the body shows up. But it is about being only present there, like you're making whoever it is in front of you the only object of attention for that interaction. That's what I've found... has been effective for me. Yeah...

Which I think was also what I find is a paradox. I find that both energizing and draining. Which is interesting because I .. it was like ... when I'm in that moment, it is incredibly energizing. It's just after those moments, that then I feel like I don't have energy. Probably because to maintain your attention and kind of the generative properties of listening .. it actually does take ... the energy is only coming from the listener (laughs) Like, for me, I get energized by ideas. So, I think that's why in conversation with people it is very energizing. But it's the maintaining of that focus that is also draining. So, it's like two things going on at the same time.

Researcher

Right, so interesting. So, I'm curious what led you to be interested in the workshop? Tell me more about what sparked your interest about "embodied female leadership," what you drew you to participate?

FL1

Think it was that I've, like over the last probably five years been seeing so much more that you can't separate out the parts of your life. So, the physical aspect of my life is working simultaneously with the working aspect, the creative like the thinking aspect, the relational aspect. If you don't have all those things working together, I don't think you can be as effective. And so, for me, it's like I have seen how much especially being more attentive to what I'm doing physically, helps me in those other areas. So, I'm like, Oh, this would be really interesting, what could happen when you intentionally put together things that are addressing your physical body, with your thinking body, and your feeling body in a well thought out way, right? And I haven't seen a lot of that in what I've experienced so far. Like this can be really exciting to see what happens when you do that. And then you know, how can you essentially add that more? I do think when I'm procrastinating, I know that I do something I don't like -I don't want to -that actually movement does kind of breakthrough that I can, like I said things that resistance, so I have seen that before. But to actually have that incorporated into a workshop, I just thought that was fascinating. So, I wanted to kind of be part to see what like what happened.

Researcher

Oh sure. So with that in mind, how was the workshop for you? What was it like experiencing that – or at least taking a stab at – the incorporation of those things?

FL1

Yeah, I would still like I think, that it becomes very interesting and novel kind of capacity or potential. I think one thing that made it makes it a little bit difficult would be kind of knowing the focus of the learning. At the same time, I do feel like having that format did lead me to discoveries about myself that hadn't accessed before. So, I feel it was very effective at doing that. And probably has the potential I think if especially if used an even more of a targeted way, would probably even be ... would augment that even more - so like amplify it. So, I thought it was very, very interesting exercise. I hadn't done it like that before, and absolutely kind of opened up a path of thinking I hadn't accessed yet before that either.

Researcher

Would you be willing to tell me more about that, what came up for you in terms of new discoveries?

FL1

Yeah. So what came up is something that I have noticed as a pattern that when I'm hitting that resistance of not wanting to do something, and that's always something that's either boring, or repetitive task, requires organization - it's usually one of the combination of those three things. It's like I become, yeah, incapacitated. It's like I can't build up any of the energy that I need to do it. But you'd think then, because I'm not using my time to do the thing that I know I need to do, that I could at least be doing other things that I like to do. But I'm not. I'm not even doing the things I want, and know I need to do to be healthy. I'm doing the exact opposite. And I didn't really link the two before. But, and again, I'm kind of still

exploring what it means. But what came to me in the workshop is that because I'm not doing what I think I should be doing, I'm actively punishing myself. So, I'm not letting myself do any of the things that are even fun, or that would be healthy, because I should be doing this other thing. And I think that becomes particularly problematic in leader roles, where those things are required more... then you know, if I continue with that behavior, it leads to misery. And I think I've seen myself do that before leading to me kind of burning out a little bit, because I kind of subconsciously cut off the good things that I need to actually be functioning well. Yeah. And so then all I have is the negative part, trying to slog through it. So that was like experiencing, kind of having that realization... I'm like, "Oh, this is very interesting." I don't even know if I'm full, why I'm doing this. But even kind of having a little bit more of a real insight as to what I'm doing, and probably like potentially why, might help me change that. So, then it's like I have different ways of when I come up against that, like I keep saying this resistance, but it literally feels like I'm hitting a wall. Like what else can I do? When I hit that, like even since that workshop, there's still things that I don't want to do, and I haven't been doing, but at least (laughs) I've been enjoying myself. I've been like having a good time traveling with my parents (laughs), I've been exercising. I've been going out with friends. And I haven't been feeling guilty about that. So, although I'm not getting done what I need to get done, that in and of itself is problematic, but still whatever. But I've not experienced as much of the negative aspect either. So that's good, right? Yeah.

Researcher

What about the workshop helped you discover that insight? Which part specifically or what was the experience that produced that?

FL1

Yeah, yeah, it was. Okay. So, it was in the exercise where you made us write down the things that you need to be like that gives you energy and like joy and whatnot, and then things that take it away. And I've done those exercises before, so I'm like this is interesting. And then we moved into a movement where you might you want us to think about it, right? Like, what would it take to be more on that page of the good thing? I'm like, this is very interesting, because I also already know this. So that was also good because I'm like, This is not something that's new to me. I cognitively knew it! So, I'm there's something else that is blocking me from doing that. This has to, in some sense, be intentional, even though I don't have access to it, and then you (I think you were even asking to like just see like what is coming into your body) like what words are - I can't remember exactly what you said honestly. I wish I could. But honestly, this word that just like kept coming into my mind was punishment. I was, whaaaat (laughs), during the movement - yea - it just kept coming up. And then I'm like, that does explain all of this. Because my body - I feel guilty for not doing what I know I should do. I'm not able to motivate myself.

FL1

You're not doing what you should - you don't get anything good. Like "woaaaahh. Oh, yeah, exactly. I was like, and I'm like, Damn, I think that's what I'm doing!" So anyways, for the last two weeks, I've been like knowing that like, Okay, well, sure you're not going to do this. Okay, well, you're not going to get a double whammy. You're not going to not do this and steal everything else good.

Researcher: I love that! That's so cool. I'm also impressed with your ability to integrate it. It's one thing to recognize an "aha" and another thing to act on or integrate it. Tell me more about that? What allows you to move from that moment of recognition to integrating it?

FL1

Yeah Um, usually once I know something, I will move it to action. Not always - it's maintaining it that sometimes hard. But I Yeah. For whatever reason. I, I've always been someone who kind of likes moving things into change. Yeah. And, in some sense, it's like having this realization is also kind of freeing. Right? I was like, well, if this is what's happening why wouldn't I want to stop doing that?

Researcher

Ah, yeah, so it kind of lifted the curtain a bit?

FL1

Yeah, yeah, I was like, wow. If I can stop doing that I will.

Researcher

(Undecipherable audio)

FL1

I was thinking about this during the workshop and it's certainly something that I often think about. For me, moving into a large leader role, there's a lot of fear. It's not fear that I can't do it - it's fear of what I'm going to lose, personally. So I don't really know what to do with that because I oftentimes also feel like I have both the aptitude skills and interest (laughs) to do these things, and then feel somewhat selfish, not doing it ... umm or like, kind of feel like I'm living almost beneath my ability or potential, which I also don't really love feeling - but it's a fear of what it's going to cost and I don't know if I'm willing to pay it.

Researcher

In the workshop you talked about contortion. Is that sensation what you are describing here, or is that distinct?

FL1

Yeah, yeah. I think it's related to that. I think it's also related to how it doesn't have a boundary. So, it's hard to contain. You have to be very good at figuring out what the boundaries are going to be, and put them in place. No one else is going to do that for you. And also, I really resonated with what [another participant] was saying, although I've never been in a role like hers. It's like she's on a different plane. But talking about that kind of isolation ... it is a little bit isolating. Because you are always, although you're also part of a team. People do look at you in a different way and have different expectations of you then. And you kind of have to be always aware of that. So, I think like for me when I was in a role where I had a number two, who we really were very good working together, that was way better. Because you have someone who you feel is there with you. But I do sometimes think like the higher up you go, the less people are up there. Sometimes you just want to be part of the group.

Researcher

How did it feel to be like actually in a room with other female leaders?

FL1

Yeah, I mean, I think that was that was really cool. And like interesting to be part of not going to lie also hearing {FL} is talking about I'm, Oh, this is not really encouraging me to want to go further. Right, because you do realize it is hard. There's always two sides when you see people who are achieving so much because they're giving a lot - it doesn't come from nothing.

Researcher

Something that I noticed from some of the conversations in the workshop that when you're at a distance from something, what you see is the outcome of it. Yeah. You see the external presentation or the output. When you're living it or when you're closer, you're proximal, then you see the process of it?

FL1

Yea. Yea. (undecipherable) (Laughs) Wanting to make sure I don't fall into the river? (Laughs) It's beautiful. I almost took a picture of the boat with the bicycle.

Researcher

Yes, we should! (see Appendix for picture of this moment)

FL1

(Undecipherable: talking about walking along canal) Well, this is also like for me, I have to be doing something like this all the time. Yeah. I have to hear birds.

Researcher

So what you were saying before, that leadership is so much more an ongoing process.

FL1

It is - but this is the other thing that I also like, the flip side to it. Anything that is valuable that I've ever done, cost a lot. Like it's very unusual that you do something that's has high impact or worthwhile that cost nothing. Like even when you're working out. Yeah, like you know, you're not working out hard enough if it doesn't hurt in some way (both laugh). So I'm, well, that's also part of the process, right? Like, if I want to become better at something, it's going to cost me something. Yeah. So, I think you know, I also need to keep that more front-of-mind as opposed to only looking at the cost, right like it really does come down to, what is your life, what do you value in life? So, if you're pouring - if you're putting yourself into something that actually matters? Then it probably is worth the cost. Yeah. But then at the same time, how do you make sure that you do it in a way that's not injuring yourself? Yeah. Which is the same as working out, right like you want to get yourself right to that point. You're pushing yourself to the max. So you get the most out of it, and you're actually advancing, but if you do too much, you're going to injure yourself. And then you're sidelined. Yeah, exactly.

Researcher

It's so interesting hearing you talking about the body and working out as a metaphor for leadership. Which is something I hadn't thought about before. The body's process for growth - stress, nurturance, recovery - as a framework for talking about leadership as a process as well?

FL1

Yea. It was a huge "aha" moment for me. Because I've been for like, you know, for the past two years, doing all my modules on functional medicine, which is basically learning, what does the body need to be healthy? And then I was reading a book on wellbeing for physicians. So, I've been doing a lot of reading of what does it mean for well-being collectively, after I just looked at it, what does it mean for well-being as an individual. And the equation is identical (laughs). You have to look at 'are you getting all the inputs that you need to be healthy'? 'Are you minimizing the things that cause injury'? 'And are you working to make sure that you've got resiliency factors that when you're kind of tipping down into injury, you don't get tanked by it'? (Yeah.) Do you have to actively be putting in the good things, actively removing the negative thing? No.

Researcher

So it's not just nurturance ...

FL1

No

Researcher

... it's the right amount of stretch

FL1

Yea

Researcher

... which builds the resilience?

FL 1

That's right.

Researcher

Yeah. Wow.

FL1

So it's like, in my mind, it's all the same thing.

Researcher

My brain is going fireworks right now because you're using the body as analogy for sustainable leadership? (Yea) And almost by inhabiting that dance, like you said, that equation or that combination of things - that balance - is like an embodied practice of also doing that for leadership in a way?

FL1

Yeah! And you kind of like, as I look at it, what that brought to me as a leader, is I look at the whole system through that lens. Yeah. So, then I'm moving into, what does this group need for health? What do we need to get rid of what's causing undue strain? Right? And then you see that when you're with individuals as well, it's really this formula works for everything.

Researcher

That's great. So cool. So how is this like, wow okay - I have so many questions for you! I want to ask more about that in a second. Here's what I want to ask next ... in your workshop experience, if you think about the movements we did the beginning mobility session (those were really focused on spinal articulation, breathing, scanning the body to notice things); then we did the Pilates movement, (which is a bit more repetitive, a bit.. we worked a little bit more, we got our heart rates up). Then walk on our own, then we did the dance-y/cardio bit at the end. We had four movement patterns in the Thursday workshop. Do you recall having any type of experience with any of those particular movements that stood out to you or you thought, "Oh that was interesting?"

FL1

Um, Yeah, I think it honestly would have been the Pilates. Because that was the one that came after the positive and negative... Yeah. And I think, I had already noticed when I'm being exposed to new things, like if I'm at a conference or like when I went to write my book report, when I've inputted something that my mind, can naturally be thinking about, yeah, and then I make it move, particularly like have my heart rate go up a little bit... it just form new connections. So, I think that's probably why that part kind of brought that out. Yeah. And then I really liked the end dancing when it felt very, like releasing. So, I don't really know that I - well, like I don't know that I maybe had as much of an insight. Yeah, but I didn't know that it felt really good. Yeah, right. And then I did, like dance around my room. Yeah, since that happened, it made me think like, oh, how could I like and, you know, bring that into my life? When it's not, you know, out at the club or something. Yeah, you know, but to just have that as like a way to release and to, just bring in more fun? Yeah.

Researcher

That's great. Thanks for sharing that!

FL1

Yeah yeah.

Researcher

So if you were to say, "this is how we can bring this forward from the workshop, bring this forward in a productive way, or here's what would be helpful as a "take away"... What would it look like to begin to use movement in leadership?

FL1

So, one thing I think would be really interesting is, actually having that as a key skill for leaders. Like not only do you need to learn how to, negotiate and manage people and blah, blah, blah, you have to learn what physically you need to be healthy. And what actual physical movement most helps you. Yeah. And how is that going to be worked into your day? Not just, you know, you work, wake up at 5:30, hit the bike and then go in - but like, how can (not just impose discipline?) Yeah, like maybe it is that too, but I think it'd be really cool to actually start introducing that into your working day in small

ways (like the skill of body intelligence?) Yeah. Yeah. So having, like small things that you could do that maybe only take five to 10 minutes. That then gets put into the routine of people... um that they're taught, this is what a leader does, this is a core skill. I think that'd be really cool. And then I do think that having some way to longitudinally have a guided embodiment work with learning new things about yourself or new leader skills would be really interesting as well.

Researcher

Tell me more about the guided portion. What's the reason for that specifically?

FL1

So, I think the reason for it is that like the generative ability, you kind of when you do things by yourself, you're stuck in your own experience. Yeah. So, the other person helps actually create new possibilities. Yeah. So that's why I think having somebody else there, for part, like, not all the time, but for certain times, be really helpful, whether that's you go to a workshop, or you have kind of a quarterly longitudinal group, right, that you meet and you work on these things. Because I think things would come up that you don't, you're not able to access for yourself. And then you also benefit just like any other skill, from learning from somebody who is more advanced than you. Kind of helps you take your skills to the next level. I think that can be really interesting. I learned things from hearing what other people had to say. That then triggered something for myself, right? So there's that but then I also think having somebody who's very intentionally put something together like you did, yeah. Right. That's not something that I would know how to do for myself. So, then you kind of experience it, then you probably would be able to do more for yourself. Yeah. So that's why I think it can be helpful - I don't think you want to have people doing only that - because you have to have people figuring out how to do things for themselves too. Yeah.

Researcher

I like how you talk about people figuring out and learning what works for them. Which experiences do you see as more general or universal versus personalized?

FL1

Yeah, like I think that in general, you can say, there's some kind of key areas where you're, you'll need to do something in that, like your body will need something from it. What you're going to need is very different from what somebody else needs. So, I think one thing in the workshop that could maybe even help people start figuring that out for themselves is to even be very explicit about that. Be like, these are movements and things to kind of try, but really pay attention to which one of the ones helped give you the most – right, and why was that important to you? Because that might be your body telling you this is what you need more of.

Researcher

Right, right. And in this particular moment! Well, that leads to my next question. What have you been noticing for yourself about the things on the left and right hand side of that examen practice - that bodily experiences - in the last two weeks? Have you noticed about any practices or bodily experiences are integrating or connecting for you since the workshop?

FL1

Umm.. (long pause).. So, it has kind of refocused me into the actually just moving your body gives you so much energy. So, all the things that make yourself do that should be number one, because it will then probably lead to making other things easier.

Researcher

Like you said earlier, it "thins out the resistance."

FL1

Yeah, yeah. Um and then hmm.. let me think what else. It honestly it ... I don't know if it's just the workshop or just like other stuff, but I have really been thinking, okay, even more like what do I want to do with my life? I still don't know. (Good, I think we can get back down through here. Yeah. I swear one of these days I'm going to get run over by a biker.) Yeah, like I get I'm still, part of me. It's like, oh, I just want to do my day job that, you know, is meaningful, interesting, I like it, easy --- or do I want to take on doing bigger things? Yeah.

Researcher

I guess what I'm wondering is, is it possible to carve out a leadership path in a way that has all the energizing and meaningful pieces that are natural to you but doesn't go too far into the space that you described that requires things not natural for you, where your body feels contorted and smushed like you described in the workshop into a small, restrictive way of showing up? So, you're operating inside of what your body is saying is more natural for you? Or does it feel like in your line of work or industry that's not possible to carve out that kind of path?

FL1

I think it's hard to say. Because, expectation is malleable So some of like what you think is what you have to do, is just like a construct between you and other people. So I do think part of it is a little bit of that. Of like, just being like, "Whatever, I'll take the blue pill, you know, I'm going to create what I want. It doesn't have to be this way." But I do think that and the thing is I've been trying - I was better for a while - I feel like I sometimes don't always learn my lessons quickly. But I have started noticing the kind of things that my body does, that tells me that I'm going down a not-good path. So, if I'm in a situation where I stop having ideas, that's not good. So that can be like a warning sign. So then I have, okay, like what's put me in this situation? I'm probably being drained too much. So, then I have to turn that tap off and start refilling. So that's a good indicator. When I start not wanting to socialize, that's a really good indicator. So, I think that I don't want to socialize.

It's just like the energy that goes into organizing to socialize. Like I just feel like I don't have any of that left. So that's a good one. If I noticed that I'm just like sitting around, like trying to ... I think it's also sometimes when you feel like you have no energy then you're like, Oh, well, I should just rest - which is not actually true sometimes. So, what does the rest mean? Don't like just do a default that's easy, like, give your give your body rest, what it needs might be like going outside for a walk or sleeping (laughs)

Researcher

Right, different types of rest.

FL1

So, I think that I could like I think I actually have learned quite a few things that are like indicator lights. That would probably be quite helpful for me - like I didn't learn them when I was in my other job. Like my leader role that was more significant. I didn't know that yet. So, then I've been learning that since then, that that actually might make it a lot better for me moving into something else. So, I think I tried to tell myself these things as well. Yeah, right. But I think that maybe some of it is I don't know that I fully trust myself yet because I haven't had a chance to like try I, and I don't want to ... for me, I don't want to step into something that's supposed to be like a five year commitment and then flake out (laughs), even though I know I could write like whatever I just would feel pretty flaky.

Researcher

Yeah. I think one of the things that makes you so excellent is your sense of responsibility. So it seems like all the internal tools are there all the skills are there - and obviously you can do quite well. But you're using those indicator lights to know when to refuel, to make leadership feel more sustainable so you're not going into the negative sides as much?

FL1

Yea. And if you could make leadership more sustainable - I mean, that in and of itself would actually be probably quite an invaluable contribution, because then you can make it a job that other people might want to take on too.

Researcher

I just keep picturing with how you were demonstrating contorting your body in the workshop – when it looked like you were pretending that you were miming were inside of a box.. am I remembering that correctly?

FL1

mm hmm

Researcher

okay, great. Your insights are incredible. You have done so much work around understanding and really attending to your needs, and what's kind of popping up between the workshop and this conversation sounds like an extension of that kind of feeling of constriction in your body. When you talk about being afraid of what you would lose personally in leadership, does that relate to that sensation that you described?

FL1

I think that's bang on. Although I think I also am not fully clear about what I want. You know, like, which I think is partly one of my main issues is I like having so many different choices and options that I don't feel like I like limiting myself which is a bit problematic. When you there's like multiple options of life that you probably would really enjoy. Yeah, to actually be like, Okay, which one of these do you want to choose? Yeah.

Researcher

That makes sense! Thank you for sharing all of this with me. Any final thoughts or options on this topic?

FL1

No, I mean, I think it's just really interesting that you picked this as a topic. Super creative. So I hope that you like even though it's been probably more difficult like you took on something that's you know (laughs), you didn't pick an easy one! You didn't pick something boring. I'm super curious to hear what other people are saying too.

Researcher

Me too! It's been such a such a rich conversation so far. And everyone comes from such different places, which is really cool to hear, but there's also been a lot of shared experiences. Yeah.

FL1

Pretty interesting, I would imagine because like you've been able to have these conversations, to get to know people in a really interesting, like deep way.

Researcher

It just feels like such an honor to get to dig into this with somebody you know. How did the walking format feel for you? How was the experience for you compared to if we had done this over Zoom?

FL1

It was way more enjoyable (laughs).

Appendix 8: Sample Interview Settings



Appendix 9: Thematic Codebook

Research Question: How do female leaders experience the integration of movement in their leadership becoming process?		
First Global theme		
1. Movement is relational: Movement mediates the relationship with the external environment through attuned temporal and physical presence, social connection with others and emancipation from societal and political norms.		
Theme	Code	Example (Quotes)
1.1 Grounded Presence in the Temporal, Physical	a) Hypervigilance & Disassociation	<p><i>"I felt I have to constantly keep watch of what is happening around me. Like sitting in my cubicle. Maybe it's the open plan offices or whatever, but the end open plan, I would sit and I would constantly be like, Oh, like it's almost like I developed this ability to work at the same time and build out my Excel sheet or whatever, but at the same time, have one ear scanning the environment. I would constantly be like, there is a sound, there is somebody talking, there is somebody smoking right outside the window. This hyper vigilance became like characteristic of me." (FL7)</i></p> <p><i>"Maybe I'm just slightly perpetually hyper aware of the fact that I exist in like, the social context of other people. And, yeah, I think I have a fairly large degree of inhibition with regards to that. Absolutely." "With regard to my body, there's always like a degree of inhibition that I have in social sphere." (FL10)</i></p> <p><i>"It's so fascinating because what you're describing is this hyper vigilance. That's so sensory related. Yeah. Which I'm also amazed. We just did a different version of attunement to sensory, yeah, that had quite a different profound effect. But the effect of this the psychological and emotional and kind of cognitive safety of the workplace and how that impacted your physical perception, and like central nervous system." (FL7)</i></p> <p><i>Movement "was a lot more freeing and fun... I think that's more of what I need...especially when I'm so much in my head..... that I live in my head day in and day out." (FL8)</i></p> <p><i>"I tend to ruminate a lot, which I also wasn't aware of, because I guess I've never had such a big situation. I ruminated a lot, which is stupid, because you're not going to change the things like how things work. I guess it's good because you need to reflect. Yeah, but reflection or rumination are still two separate things." (FL4)</i></p>

		<p><i>"But on my own, it was something that I, I guess this kind of disconnect between mind and body and really being in my head a lot, was something that I realized in therapy through the last few years is something I really want to balance, or rebalance." "But in my day-to-day life, I still default to head over everything else. Yeah. And especially in the workplace." (FL9)</i></p>
	<p>b) Awareness, Attunement & Presence</p>	<p><i>"I yeah, I think I've been in the past like two weeks just been feeling like a very embodied gratitude for the weather. And like the sun, like this is a consistency of sunlight long days. It feels at any time that I step outside, like it's a moment to relax and bit more consistent practice of doing a little bit of yoga, or some kind of exercise, but nothing too intense. Between that and a lot of long walks. Which is not dissimilar to my regular routine, but I think in the context of having done the workshop and just maybe having more time to do this and be more mindful about it. It's been really nice. So yeah, I feel good today." (FL1)</i></p> <p><i>"I think calmer in a way, and I became like, more aware of like, when I normally wouldn't have been when she was walking, I could feel far away. So really ... in touch with other presences in the space? Yeah, yeah." (FL7)</i></p> <p><i>After workshop movement, "I definitely was like I feel looser... like I feel like more in the space, connected to what's happening, and less like everybody is a separate person." (FL2)</i></p> <p><i>After workshop movement, "focus on how that feels. Yeah. And that made me like, more present...I was absolutely present for those things." (FL7)</i></p> <p><i>"I think that just feels hard to be present with like 60 things to do – things I have to do, so maybe 20 to-do things." (FL8)</i></p> <p><i>"I think from what we had talked about and me needing to have a moment to myself, I actually felt like I would have like some of the movement before – to have this moment of how you phrased it "coming into the room." (FL2)</i></p> <p><i>"After I really came more alive, you know I was more present. I mean, I was there but I wasn't present to that extent." (FL11)</i></p> <p><i>"The main thing that I've learned is in kind of both areas ... like both when I'm seeing patients but then also when I am working with a group of people that are more like part of your team in that leader context, is it's actually about finding more stillness, like you have to be in the moment. So it's like you have to forget about everything else other than what's going on just in that interaction. So in that sense, it's umm. don't know how exactly I would describe how the body shows up. But it is about being only present there, like you're making whoever it is in front of you the only object of attention for that interaction." (FL5)</i></p>

		<p><i>That was just a really effective way of like grounding me and like focusing on leaving the day behind and being more present in the conversation... it's something to do with when you get moving something changes, you're not so hung up on a lot of million tasks in your head. Or something. You're just like you're in a zone of your own." (FL11)</i></p> <p><i>"I like the fact that I was more attuned like when you were saying, like at some of these positions, I couldn't do. right? But you will more like okay, focus on how that feels. Yeah? (yeah) And that made me like, more present you know, like, yeah, I was absolutely. I was absolutely present for those things. Yeah. And that's why I was able to pick up on certain things." (FL7)</i></p> <p><i>"After [the first movement] I really came more alive, you know I was more present. I mean, I was there but I wasn't present to that extent. I think it also has an impact on my body being stiff, but it's also like, the way I interact with people." (FL11)</i></p>
	<p>c) Compartmentalization of movement</p>	<p><i>"I started working... I got sick because of stress... with ulcers. I was in the hospital... I couldn't process any food... I was really sick. My mom had to come down and she (said) this is all stress! You are 22, you cannot be like that. So that started me on a journey... like my body can literally collapse if I don't take care of it." (FL3)</i></p> <p><i>"I think movement for me has always been very important. It just puts me at ease in many ways. But I think I'm just in a world now where actually 10 hours a day of my job – my 10 hours a day has probably been on video calls or Google calls. And it's exhausting. And I think we don't realize, or I don't realize like it's just become such a norm that you don't even realize like the extent it has on your body. To the point where parts of my body have sciatica problems again from sitting there too long, my postures slowly stooping over, and I just get like fatigued in even wanting to have conversations with other people because it's even harder to have conversations on a video call all day." (FL12)</i></p> <p><i>"I'm obviously processing a lot, like all the time. My brain is always woop woop.. (motions cycling), but like I let it do a lot of things like once and like, or I just I guess there's like an avoidant pattern there or compartmentalizing pattern if that makes sense." (FL1)</i></p> <p><i>"Think it was that I've, like over the last probably five years been seeing so much more that you can't separate out the parts of your life. So, the physical aspect of my life is working simultaneously with the working aspect, the creative like the thinking aspect, the relational aspect." (FL5)</i></p> <p><i>"I'm going to move as a way to feel better – it was just part of my life. Right. And when I went into the workforce, there were so many prohibitive things like time and cost in NYC, right?" "Pre-COVID worlds being so ingrained in the workforce. My agenda, my life was always so packed." (FL1)</i></p>

	<p>d) Liminal transition space & time</p>	<p><i>"I know when I go on a run in the morning, I show up with a much clearer head...like the key difference(s) I see if I exercise before work are like the magnitude of a problem... is significantly reduced." (FL12)</i></p> <p><i>"We were having a really stressful, internal conflict with someone on a team, and the girl that I manage was the target of his, like his stress, he's kind of taking it out on her. We were all going to get on a call together. And I said, 'Why don't... I'll get on the call, and why don't you go take a walk?' Because he's not managing this well, and that's not your fault. I can tell you are stressed. So why don't you just take a lap and come back, and I'll tell you how the call went. We can make a game plan from there. She was like, okay, and then she came back. And she was like that was so transformative. Thank you so much for suggesting that. I feel so much better." (FL6)</i></p> <p><i>"I do think there are a lot of health benefits to the fact that they're active. But it's very true that it is safe to slow down after being active. Or the transition... to me like the walks while commuting is always a special time for me (I know that it's negatively charged for a lot of people). But generally I really like these liminal spaces and moments of moving from one place to another because I just think it is when I process." "In the pandemic meant that I was noticing things more. So, I think that's a big thing I was able to notice more, because I suddenly had time and space to do it." (FL1)</i></p> <p><i>"Yeah. And I guess the other thing that comes to mind too, it was like using movement to frame moments of focus. I think I have felt that can work and I should practice that more. Do something like sit down, work through a job application, or whatever. And then reward that with more movement." (FL1)</i></p> <p><i>"It's like kind of having a clean slate. It's like waking up in the morning without being stressed." (FL11)</i></p> <p><i>"I realized how much of a difference working out makes in how I would show up at work the next day - how confident you feel about yourself or the way you show up." (FL11)</i></p> <p><i>"If I rock up to that (non-work social activity), and haven't had time to myself, that will impact that time. If I have to go straight from work to (social activity). Yes, especially if I go straight from one to the other. So I find it really challenging. I don't want to not be there for my friend. I find it really challenging when I get a message on my way to work from a friend that requires something of me emotionally. Because I think, Oh no. This is me preparing my mind and my body and my emotions to get into that (work) space. And now I'm having to steer some of it towards your</i></p>

		<p>situation. And vice-versa. I need a buffer time between work and seeing a friend. Otherwise, I'm going to walk into that other space tired or in more of a corporate mindset." (FL2)</p>
<p>1.2 Authentic Social and Relational Connection</p>	<p>a) Self-consciousness, Inhibition and Isolation</p>	<p>"I feel quite comfortable to hold my ground and not be nervous about that. And then all of a sudden, I'm in this new space, where I feel a little less certain of myself. There's a less clear hierarchy. I think that's part of why I lost my bearings a bit. Yeah. I was like, Well, who am I leading and how am I leading? I don't know what flag I am meant to be flying. And I don't know who I am meant to be." (FL2)</p> <p>"The entrepreneurial space is more male dominated that you would expect. As you go up and you're progressing, the density of men just increased? Yeah. I'm quite aware of my facial expressions in settings like that. Generally, I'm a very happy go lucky, smiley, jolly person. But I need to sort of turn that down. It's like I'm tuning down a lot recently, because I feel it's necessitated by me (being) a leader. I feel so wildly incompetent in my role as a leader that I feel I have to overcompensate with the aura." (FL10)</p> <p>"So, you're showing up authentically and then experiencing some unfair consequences? It's kind of the way it is. I guess the real question is how and where do you bring the strengths that are valued in the workplace for leaders? And you are a leader because they have been valued, right? Right on the pain points of your session? Why you do what you're doing. How you're just where you toggle up, and go down? Like, that's what I need help with. Yeah. And I imagine other female leaders are the same." (FL8)</p> <p>"But talking about that kind of isolation (well, you are dealing with life and death, so many people would say that your role). Yeah, but it is interesting. It's a little bit isolating" "The higher up you go, the less people are up there. Sometimes you just want to be part of the group." (FL5)</p> <p>"I think especially because of me, like this feeling very alone. And then like, having connection physically or any way – whether its hugging or stroking a dog, or it means so much, because I live so much in my life alone. Physically alone." (FL8)</p> <p>"It's, it is a little bit isolating. Because you are always although you're also part of a team. People do look at you in a different way and have different expectations of you then, and you're kind of you kind of have to be always aware of that." (FL5)</p>

	<p>b) Openness and Vulnerability</p>	<p><i>“That usually takes time for me. Yeah. I need a few conversations before, before people feel extremely comfortable with me. Yeah. But then I felt at that moment, people - just because of the exercise - I don't know just the person meeting me for the first time, felt absolutely comfortable with me and you know, that was more instant for them.” (FL7)</i></p> <p><i>“Yeah, yeah. Maybe she's just like, felt very comfortable with me after that (movement). And then Michelle, and I have become kind of good friends now.” (FL7))</i></p> <p><i>“I think it's important to be different in different contexts. But we are - how do you make sure both of those are authentic? Authentically whole, right? Yeah.” (FL8)</i></p> <p><i>“I was like, [name inserted], why did you open your arms and say that - like, where did you find the confidence to actually share? But when I said that I was like, I actually thought that I was being very, very authentic. And usually I'm not that authentic (laughs).” (FL7))</i></p> <p><i>“I was thinking about it a bit while we were walking. And I was like, how would it have been different? If we would have been different over Zoom, I think. Like it would have felt a bit more distant -I think I would have still shared everything. But maybe we wouldn't have gotten to the last point I mentioned. (FL4)</i></p> <p><i>“Yeah, so being in a room full of people that you don't know, and then realizing that some people here already know you and all of that. Those are always things that take a little bit of overcoming, especially if you're an introvert, which I typically am - like I can flow - but that's kind of my default. But then yeah, but I think it's well it felt like a nourishing, safe, wholesome space.” (FL9)</i></p>
	<p>c) Cohesion and Belonging</p>	<p><i>“When I moved to Mexico City, I started working with professional women that were in the top 100 most powerful women in Mexico. And they were highly masculinized, but not in a good way. A lot of it was focusing on power. You know, like ‘I know this person and I know this.’ A lot of status; it was also a lot of privileged people. They had studied at the best universities. And it was just like, really really a closed group. I didn't like that part” (FL2)</i></p>

		<p><i>"When I actually stood on that mat I was like, you said you belong, and then I said the thing that I take out of this is that belonging is what I take out of it. And it resonated with a lot of people. Yeah. People told me after as well. But yeah, I do not think I'd have had the confidence to do that. Like, I'm not ... I would have tailored them so much. Like I would have toned it down or maybe searched for a better word." (FL7)</i></p>
	<p>d) Connections with Others</p>	<p><i>"But I think maybe a bigger take away of the workshop is just like a sense of like, camaraderie and community to being with other women who also, you know, of all ages and backgrounds and just like being reminded that we all have this like imposter syndrome, on some level, you know, or whatever version of our struggle is in leadership. I do think it's a reflection of how we move around in the work, and how we relate to people. Whether it's in a leadership space or not, like I do think those go very hand in hand. So kind of take the pressure off." (FL1)</i></p> <p><i>How did you feel in reference to others in the room and that moment? "A little more connected, actually, because we were all just having fun. Yeah. Yeah. I didn't feel that connection at all anywhere else throughout the workshop. (FL8)</i></p> <p><i>"Made me really crave and like miss that like community aspect of exercise." (FL1)</i></p>
<p>1.3 Emancipation from Constricting Societal & Political Norms</p>	<p>a) Perception of Hierarchy, Expectations and Norms (often gendered)</p>	<p><i>"I especially notice that I have a body where there's three women in the room and ... 25 men, and, ... you don't see a lot of your body type in the room." (FL6)</i></p> <p><i>"I had a day where like every person that I spoke to and met who were running departments in this business, aside from one person, were male, and I was suddenly like, Whoa, this is not something... this isn't something that's felt as obvious before." (FL2)</i></p> <p><i>People don't respond well to assertiveness, especially coming from a young woman... When there's' this understanding .. 'Okay, she is competent enough to lead things' ... that's when I have the space to be my assertive self. If I don't have that I end up not as assertive and probably like someone who's never had leadership experience ... That's not the kind of person I actually am." (FL11)</i></p> <p><i>"The [leadership] style ... was being forced on me." (FL1)</i></p> <p><i>"And not given the tools to learn best practices either, right? Like, even you know, one thing was over the style being like, forced on me." (FL1)</i></p>

	<p>b) Bodily Constriction</p>	<p><i>"I've let this person down - like I am the person who should bring the answers to the table. And yeah, like, you know, and I should do better, but actually, I should have known the answer to that question, and you can feel like there is a certain amount of like, constriction of the body itself." (FL7)</i></p> <p><i>"It's in the first job I would like, I would like I would be in a protective stance at all times. My body would shrink, and I was always on guard." (FL7)</i></p> <p><i>[speaking of being a woman and pressure to conform] "So like, in Pakistani society ... you have to be a certain way ... so much is for the elders. The whole time you have to mold into what they like. And when I have to be a certain way for other people. That just makes me ... it doesn't make me feel great about myself. Because I've also like, for me, it's like a really long process. I wasn't as independent before I had to fight for the kind of independence that I have right now. This is so important. This is one of the most precious things I have." (FL11)</i></p> <p><i>"You know, like in the previous workplace, I had to come buttoned up." (FL7)</i></p>
	<p>c) Conformance (alignment to external)</p>	<p><i>"I especially notice that I have a body when it's a really long meeting. And there's no breaks. Or I was helping lead a workshop. And there were like three women in the room and it was 25 men. And, it just feels like you don't see a lot of your body type in the room." (FL6)</i></p> <p><i>"I had a day where like every person that I spoke to and met, who were running departments in this business, aside from one person, were male and I was suddenly like, Whoa, this is not something.... This isn't something that's felt as obvious before." (FL2)</i></p> <p><i>"All the women leaders that I know. They are really skinny women (laughs nervously) They are really skinny. And I guess I am bit nervous getting in the room and not being ... not.... I don't know. I feel there's certain stereotypes that I am not sure if I fill that. I'm also really like tiny. Yeah, but I think I need to accept first myself. This is the body that I've had. And I'm taking care of it as much as possible. I guess it's hard, really hard to disconnect from our social environments." (FL3)</i></p> <p><i>"But in your workshop for some reason, I was just sort of thinking more from experience and realized, oh actually, maybe I never thought about how of those early childhood figures did sort of shape a very one-sided image of what leadership was." (FL1)</i></p> <p><i>"I think for me, always in those moments, because it's so unnatural for me; it's more like focusing on am I doing it right. So um, and like trying the avoid the pain of my knee. So I thinks it's, um, and watching others who could do it. I'm like, Gah, I wish I could do that (laughs). I think that's my overarching feeling ... like it was, I know, I didn't need to do it and like the vibe in the room was like it's okay. Like if you don't need to, but it's hard not to feel like, Oh, I wish I could do that." (FL8)</i></p>

		<p><i>"I think it's hard to say. Because, like expectation is malleable. Yeah. Right. So some of like what you think is like what you have to do is just like a construct between you and other people." (FL5)</i></p>
	<p>d) Imposter Syndrome</p>	<p><i>Re: her startup company. "It feels like coming into a new job without having any of the skill set for it. Like you don't know how to swim, and you jump into the water anyway. Like the leadership realm and the amount of responsibility I had, and the fact that I was lacking all the objective information to understand how I was supposed to fill that role. That is just very gently supported by my history of Imposter Syndrome. Even where I know that I'm highly qualified, I'm still like this, right? Startups are very like agile places that don't have much of a strict hierarchy. Oftentimes, the people who end up coming onto your team sometimes have more experience in the field than you have. I just am not in a position where I can exert or would want to exert authority. It very much feels like we were collectively trying to figure this out." (FL10)</i></p> <p><i>"I think I have this personal like Imposter Syndrome narrative, of really associating like you said leadership with knowledge and confidence. Or I guess things that equip you to be the final decision maker. And now that I know that I'm thinking about it, like part of it is that even in these jobs I've had, I may have had a female boss, but that person's boss was always male. Like the buck always stopped." "I felt a bit like, like I was cheating where it's like, I'm not a leader right now. Like I shouldn't be here. (FL1)</i></p> <p><i>"I came to LSE and had the biggest impostor syndrome in the beginning Yeah. Like it was crazy. I was like, so insecure about what I was saying what I was doing and not even like, interactions, but also writing my essays. I would question it always. I would have never done that in my undergrad. I was like, I know what I'm doing. I know if I put an effort, I'll do it right. So, and this always had an impact on how I felt like I was very drained. Yeah. And very, like tired drained." (FL4)</i></p>
	<p>e) Release, Freedom and Taking up more space</p>	<p><i>Spine movement during workshop "Like my spin was lengthening. I think it's odd because I grasp the fact that I have a spine at all times, but I'm not very aware of it (laugh). Yeah, and I feel like that with regard to many, many things. Technically, I know that they're there. My awareness is just not directed towards it on a day-to-day basis. So especially during those motions, I felt a bit freeing. I felt as if my range of motion had increased afterwards." (FL10)</i></p> <p><i>"But in my own way, I feel like I just decided to be like, Okay, we're going to make this a little like ceremonious like yeah, shedding. These can like conceptions or the incongruency is like you talked about between things. And I think like I said, for me, like what I identified when we were reflecting was sort of this like imposter syndrome of like, feeling like I need to know things to feel credible. So, I was a little bit like during that exercise, maybe repeating to myself or trying to, like, remind myself of that and be like, it's okay, not to know like, it's okay not to know it's okay not to know. And yeah, I mean, like, I guess the takeaway of that, like, it definitely felt like the movement was a good match energy wise. It wasn't like, distracting from the movement or like, I felt like it was uh, you know, it wasn't like, I'm like, I'm on like, I wasn't like her like, cardio. Let's like repeat this over and over and it also didn't feel it felt like a compatible like, thought process and like movement thing. And I guess I will always, you know, if I think of the workshop, like it was sort of this impactful moment - it felt like I was trying to like shed something very actively, you know, yeah. So that was yeah, like a positive experience." (FL1 13)</i></p>

		<p><i>"Yeah, that that was a lot more freeing and fun. Like, and I think that's more of what more of what I need, I think, yeah. Especially when I'm so much in my head. I think the exercises require a lot of thought process probably bring more like concern or like, like, like a focus for me that I live in my head day-in-day-out anyway in other things (laughs). But like, free dancing, like was a different kind of feeling altogether. And overall would probably be more just generally what I need." (FL8)</i></p> <p><i>"But like, free dancing, like was a different kind of feeling altogether. And overall would probably be more just generally what I need." (FL8)</i></p> <p><i>"And then I do I really liked the end dancing when it felt very, like releasing." (FL5)</i></p> <p><i>"That was liberating! The fact that everyone had their eyes closed you could do whatever you wanted and do all sorts of weird. I know how self-conscious people are in there dancing. And just having that freedom to just move your body in a safe space, that was really nice. I loved it." (FL11)</i></p> <p><i>"I think, like, there was a lot of power in talking about how our bodies feel like expanded or constricted in certain spaces. The exercises you sent us post the workshop, I thought about it more of just how we always have - I mean, not always - but we can always try to fabricate - be it moments in your day or like literally rearranging a space or like whatever it is to find those "left side" things that make you feel more fluid and more confident and expansive and powerful." (FL1)</i></p> <p><i>It also has an impact on my body being stiff, but it's also like, the way I interact with people. Before movement, I'm usually more reserved, I'm probably not even taking up as much space as I do. And after movement, it's just like, having that permission to take up space." (FL11)</i></p> <p><i>"Halfway through it, you relax, there's this... you're taking up more space, you are more calm. Your brain thinks... your brain is not worried and so it's fully there. And so, it's, there is more, it's a natural thing." (FL7)</i></p> <p><i>"I really genuinely believe that at that moment for me, saying I take up more space - or anything like that came from that. Yeah, because it fundamentally altered the way I was feeling in that room." (FL7)</i></p>
	f) Confidence	<p><i>"Since the workshop, I think there's been a big difference in how comfortable I've just felt in that space to be able to say, 'do we normally do that like this?'... and by getting answers to those and also saying, Yeah I've been feeling a bit anxious about that. And people saying, Oh, that's not even your responsibility. So just voicing that already, I can feel that confidence kind of building." (FL2)</i></p>

"After my ulcer....it was really horrible. Yeah, so I went back and started running again. Yeah. I was running a lot at 24 and 25 (years old) and that was actually pretty empowering. You realize how helpful it is to move your body and release the stress." (FL3)

"Movement brings my posture into a healthy place more naturally, I just feel a little bit more put together generally (laughs) when my posture is better. In the work context, it feels like it has way more social connotations to it. I'm doing this because it's expected of me; I'm doing this because I want to be perceived by myself and others – certainly in ways that align with competence." (FL10)

"So this is just me observing, having observed people during presentations, yeah. When they're being cross questioned by leadership. And, and how when things are going well, people put themselves forward, you know, yeah, they're upright. They're confident in their chairs. They're very relaxed. They, their arms are spread out. Their gestures are all over the place." (FL7)

"I guess like the confidence like, like, just I was like, just I think I didn't care about how I moved Yeah. But at the same time, I did feel the movement, you know, but just, I, I felt really what I did, but not how ... so it was like, losing control, but still being very aware of what I was doing. Do you get it? like Does that make sense? Yeah. Just when you think of the movement ... It was like the freedom it felt like I shaked off some of my thoughts. Like it really felt like I just got rid of some of the thoughts and gained some energy instead to fill up my body and start the day after which is also why I said in the end for takeaways, I want to incorporate that in my like, mornings because I felt like it just gave me so much energy and I got rid of all the things or the worries or whatever. It made me aware of the way you feel does have an impression on others because it made such an impact in like the way I felt myself in that moment. Yeah. Yeah. Was that like, did you follow?" (FL4)

"I realized how much of a difference working out makes in how I would show up at work the next day - how confident you feel about yourself or the way you show up." (FL11)

"I feel that my body posture has improved. Like when you're confident - your body posture is different." (FL7)

"The kind of feeling I came away with around this integration. I'm trying to do it and it's been something I've been thinking about anyway, or sort of like trying to not hold back who I am naturally in in, say, my, you know, leadership team meetings or with people that I manage. And maybe in subtle ways, I think I'm doing a little bit less holding back, or I'm kind of allowing myself a bit more to just speak to them, like I might say to my friends rather than kind of present a certain persona." (FL9)

"I think, like, there was a lot of power in talking about how our bodies feel like expanded or constricted in certain spaces. The exercises you sent us post the workshop, I thought about it more of just how we always have - I mean, not always - but we can always try to fabricate - be it moments in your day or like literally rearranging a space or like whatever it is to find those "left side" things that make you feel more fluid and more confident and expansive and powerful." (FL1)

Second Global Theme

2. Movement is Generative: Movement generates the inner becoming process through access to insight, resources, renewal and enactment of change.

Theme	Code	Example (Quotes)
Context: Empathetic Leadership is high strain	a) High Strain & Drain	<p><i>"You are the catalyst... the energy. You're helping them see what can be, you are the constant source of the motivation. The energy source. It feels like when you're out backcountry skiing, somebody has to be in front cutting the trail. And it's exhausting because you're the one who's putting in the energy of going through the snow for everybody else – it's hard, right?" (FL5)</i></p> <p><i>"Well, I only have so many hours. And to take that break will mean like, it's longer than I want it to be. And then, you kind of are like, well I need to get this done by this deadline or I need to give someone else a chance to review it. I can't use up my whole day and not give them (my team) time So there's like that pressure, if I'm going to be a good leader, I don't dump things on people last minute. I want to get stuff done ahead of time, so that they have time to review. And then what you're delivering is excellent... but it's kind of going back to juggling." (FL6)</i></p> <p><i>"It's hard for me to identify as a leader as I don't really feel comfortable with the concept. I feel it's a lot of responsibility; it requires a lot of responsibility. I like having responsibility and I feel comfortable being accountable for decisions. But I feel it's such a big responsibility because you are dealing with humans. It can be really frustrating at times, especially when someone is not as passionate as you are. It's a bit like when you are in a relationship – like love languages in different ways." (FL3)</i></p> <p><i>"But it's interesting now that it really is like a hyper Sales role, and having to reset what Sales is within our company. And I think I've had to learn how do I actually focus on humans versus productivity of them? And that's historically been something I've struggled with too, like even as the Direction of Production. How do you extend compassion and empathy and like really care for a person – and also realize there's an output that they write or that we need to hit as a team. And you're responsible for that as an individual?" (FL12)</i></p> <p><i>"And it was just such a relief. To not have to be responsible for another person's growth. Yeah, because I was so young when I was asked to do that." (FL1)</i></p>

		<p><i>"Kind of feel like I'm living almost beneath my ability or potential, which I also don't really love feeling but it's a fear of what it's going to cost, and I don't know if I'm willing to pay it." (FL5)</i></p> <p><i>"Anything that is like valuable that I've ever done, cost a lot. Like it's very unusual that you do something that's like has high impact or worthwhile that cost nothing. Like even when you're working out. Yeah, like you know, you're not working out hard enough if it doesn't hurt in some way (both laugh). So I'm like, well, that's also part of the process, process, right? Like, if I want to become better at something, it's going to cost me something. Yeah. So I think you know, I also need to keep that more front of mind as opposed to only looking at the cost, right like it really does come down to like, what is your like, what do you value in life? (FL5)</i></p>
	<p>b) Interoceptive Insight (body as indicator lights)</p>	<p><i>"And it's very all consuming. And it's very dark. So, I just think I need to be better about like, not letting it catch up with me like that, you know, because there's something happening under the surface that I have a hard time putting my finger on the subtleties of it, because there must be subtle indicators of it." (FL1)</i></p> <p><i>"Be like, these are movements and things to kind of try, but really pay attention to which one of the ones helped give you the most right and why was that important to you? Because that might be your body telling you this is what you need more of." (FL5)</i></p> <p><i>"How does leadership make you feel? because I never talked and asked myself that question. Yeah. it was like, it was like a big aha moment for me like, Okay, this is what I think about leadership. I think that was like something that stood out and I've been thinking about it and what I really feel about it and noticing myself and my emotions in those settings. I love the emphasis on focusing on your body because a lot of the times we don't really focus on our body. And like, like I've been noticing how stiff I feel. And during the workshop I just noticed my back and how stiff I feel! I put a lot of pressure on myself. Because I know that there's no one else who's going to come and ask me "Okay, have you achieved this? What are you doing?" Because like, my family isn't like that. So they're happy with what I'm achieving. But yeah, they're not going to be like, Oh, pushing to achieve something. So, I have to be the one to push myself. And then I know that with depression and everything else, I know that it's very easy for me ... for things to get really bad. So once I know that I really have to be on my toes and like really push myself all the time. And I feel like that pressure has really translated into like this kind of stiffness in my body. Yeah. I'm just noticing it's now, I feel like it's something that's probably been there for years. But now, it's like oh okay my body is super stiff!" (FL11)</i></p> <p><i>"What does extreme stress feels like ... There is one very physical tell. Yeah. Because of which I do with the clenching of the fist. Yeah, I will feel a tingle in my fingers ... this, yeah, and it's highly confrontational my fingers will tingle (demonstrates them shaking)." "and my fingers if I if I don't clench it, if I'm holding it like this. You can see the shiver. And especially if I'm sitting, I feel it more". (FL7)</i></p>

	c) Mental Health	<p><i>"So basically, I wasn't exercising. Yeah, which is really sad because I was working so much and living in New York and Manhattan, which can be stifling. At the time, I didn't realize that it was like eating away at my mental health." (FL1)</i></p> <p><i>"And I just kept seeking movement as like the thing that I knew would get me through everything because I literally would feel that it was very felt. I would feel better when doing it. I felt like if I didn't do it, I was literally going to go crazy. Yeah, and I started running which I had absolutely always hated. But it was literally if I don't go running and like release anxiety like I will die. Just desperation for using my body to release all this pent-up energy." (FL1)</i></p> <p><i>"So if you're pouring if you're putting yourself into something that actually matters? Then it probably is worth the cost. Yeah. But then at the same time, how do you make sure that you do it in a way that's not injuring yourself? Yeah. Which is the same as working out, right like you want to get yourself right to that point. You're pushing yourself to the max. So, you get the most out of it, and you're actually advancing, but if you do too much, you're going to injure yourself. And then you're sidelined." (FL5)</i></p>
2.1 Generates Access to Insight and Analogical Sensemaking	a) Access to Insight and Breakthrough	<p><i>"Breathwork...is a bit of gentle reset. It helps me sort of allow myself, like the physical and mental space to discover new ideas. It makes me a bit more...open minded. My mind has calmed down, and I'm more open to new perspectives." (FL10)</i></p> <p><i>"In the workshop, when you posed a question, my mind went to very early childhood. Yeah, and what sort of took over was like this realization of how male and white male... are hard... just all these stereotypical things, like concepts of leadership. I guess I just realized how present they were in my surroundings." (FL1)</i></p> <p><i>"This realization of like, how male and like white male like hard like, just all these stereotypical things, like concepts of leadership. I guess I just realized, like how present they were, in my surroundings. When, perhaps before I was even thinking of like when we did the exercise in X's class, like, I was a little frustrated with the exercise because I was like, well, we're just like, we're kind of just like perpetuating these stereotypes, like, (M: by naming them?) by or just by asking us to think in this stereotypical, leader, typical leader category, you know, because I was like, actually, I've had a lot of leaders who are not male." (FL1)</i></p>

	<p>b) New Connections</p>	<p><i>"I had already noticed like when I'm being exposed to new things, like if I'm at a conference or like when I went to write my book report, when I've inputted like something that I my mind, can naturally be thinking about, yeah, and then I make it move, particularly like have my heart rate go up a little bit .. I just form new connections." (FL5)</i></p> <p><i>"Otherwise, if it's not landing correctly, sometimes I feel like I can hear my heart in my ear." (FL7)</i></p> <p><i>"But I have started noticing kind of things that my body does that tells me that I'm going down a not good path. So like, if I'm in a situation where I stop having ideas, that's not good. So that can be like a warning sign." (FL5)</i></p> <p><i>"I know that there's, no one can teach me this, but just kind of being able to even be able to listen to what your body's saying to you, is I think it's like a skill and a practice, you have to kind of develop and I'm, at least in my head, I'm like, I don't know how to do that. But I do." (FL9)</i></p>
	<p>c) Analogical Sensemaking</p>	<p><i>"Like, I really loved the part. And this part was really what ... I think the workshop for me would have been less, like successful, effective or insightful without that cardio part (how come?) because I just felt so much better and I just felt like that really connected everything for me what we talked about in the beginning. (Yeah.) And that's just when I really became aware of my body much more throughout the workshop. So I think without that component, yeah, the workshop wouldn't have been the same for me in terms of like what I said - like would it be effectiveness or insightfulness for myself?" (FL4)</i></p> <p><i>"At the same time, like I do feel like having that format did lead me to discoveries about myself that I didn't I hadn't accessed before. So I feel like it was very effective at doing that." (FL5)</i></p> <p><i>"Yeah, yeah, it was. Okay. So it was in the exercise where you made us write down the things that you need to be like that gives you energy and like joy and whatnot, and then things that take it away. And I've done those exercises before, so I'm like this is interesting. And then we moved into a movement where you might want us to think about it, right? Like, what would it take to be more on that page of the good thing? I'm like, this is very interesting, because I also already know this. So that was that also was good because I'm like, This is not something that's new to me. I cognitively knew it! So, I'm like there's something else that is blocking me from doing that. This has to in some senses be intentional, even though I don't have access to it, and then you I think you were even asking like to like just see like what is coming into your body like what words are like, I can't remember exactly what you said honestly. I wish I could. But honestly, this word that just like kept coming into my mind was punishment. I was like, whaaaaat (laughs), during the movement - yea - it just kept coming up. And then I'm like, that does explain all of this. Because my body - like I feel guilty for not doing what I know I should do. I'm not able to motivate myself. So then, it's like, [name inserted], you're not doing what you should, you don't get anything good. Like "woaaaahh. Oh, yeah, exactly. I was like, and I'm like, Damn, I think that's what I'm doing!" So anyways,</i></p>

		<p><i>for the last two weeks, I've been like knowing that like, Okay, well, sure you're not going to do this. Okay, well, you're not going to get a double whammy. You're not going to like not do this and steal everything else good." (FL5)</i></p> <p><i>"Is it about reframing it? So that? Or is it? Does it actually look different? When you reframe it that way compared to what I'm doing? Like if I'm, so I guess that's what I'm wondering if I like, okay, um, I need a break, and then I go for a walk." (FL9)</i></p> <p><i>"But in my own way, I feel like I just decided to be like, Okay, we're going to make this a little like ceremonious like yeah, shedding. These can like conceptions or the incongruency is like you talked about between things. And I think like I said, for me, like what I identified when we were reflecting was sort of this like imposter syndrome of like, feeling like I need to know things to feel credible. So I was a little bit like during that exercise, maybe repeating to myself or trying to, like, remind myself of that and be like, it's okay, not to know like, it's okay not to know it's okay not to know." (FL1)</i></p> <p><i>And yeah, I mean, like, I guess the takeaway of that, like, it definitely felt like the movement was a good match energy wise. It wasn't like, distracting from the movement or like, I felt like it was uh, you know, it wasn't like, I'm like, I'm on like, I wasn't like her like, cardio. Let's like repeat this over and over and it also didn't feel it felt like a compatible like, thought process and like movement thing. And I guess I will always, you know, if I think of the workshop, like it was sort of this like, impactful moment of it felt like I was trying to like shed something very actively, you know, yeah. So that was yeah, like a positive experience. So I'm not sure if it was what it was meant to be doing, if that makes sense. Yeah, yeah. What was it? It was explorative." (FL1)</i></p>
<p>2.2 Generates Access to Resources and Renewal</p>	<p>a) Access to resources: Creativity, Patience and Problem Solving</p>	<p><i>"So, I thought it was very, like very interesting exercise. I hadn't done it like that before, and absolutely kind of opened up a path of thinking I hadn't kind of accessed yet before that either." (FL5)</i></p> <p><i>"I know when I go on a run in the morning, I show up with a much clearer head.... like the key difference(s) I see if I exercise before work are like the magnitude of a problem... is significantly reduced." "So many good ideas come from being on a run. For me, like I get far more ideas specifically for problem solving." (FL12)</i></p> <p><i>"I know when I go for a run in the morning, I show up with a much clearer head. And then two, I would say I just have a much higher patience level to deal with. Like level-headed to deal with things. And like particularly people." "Spending an hour running is going to mean that I have more ideas like goal setting with a teammate, or more clarity and how to build a process to overcome some issue that's come up." (FL12)</i></p> <p><i>"How do you show up better? Yeah, and for me, there is a physical... I've seen it manifest in myself. Like if I've done certain things, done some certain routines well, that week and I show up... I show up in a way that I'm more empathetic, more attuned. And even when somebody's done something wrong the way I respond to the analyst and the way I correct them, I'm more considerate, huh? Yeah. And I'm more considerate I'm more..... even if it is a crux of the thing, I don't get annoyed. (FL7)</i></p>

		<p><i>"I can't run up to the capacity that I can when I have focused on my body. It's so intrinsically intertwined. Like how you treat your body, and how your mind shows up." (FL6)</i></p> <p><i>Re: the workshop "I think I enjoyed a lot doing (the workshop) with the group. There's a motivation when you do stuff with other people. And you see, it's just like there's an energy.... there's energy.... there's motivation, which I feel is a kind of leadership. It's a collective. That's for me like leadership, where everyone likes doing what they can, and in how (the way) they can, enjoying it. So yeah, I love to understand what each person is doing and putting their energy into."</i></p> <p><i>(FL3)</i></p> <p><i>"I was just curious to learn about that and tried to integrate it after because I think it's something I'm not really good at. And also I wasn't as much of aware. I guess we'll talk about it after." (FL4)</i></p>
	<p>b) Renewal: Peace, Calm, Life saver, Game changer, Enjoyment, Stress relief, Emotional regulation, Getting through without strain/drain</p>	<p><i>"Generally, breathwork makes me feel more calm and I like it's a bit of gentle reset" "Running and also karate, I think always gave me a lot of peace of mind. So I knew that I always loved it."</i></p> <p><i>(FL10)</i></p> <p><i>"I'm personally interested in just the way that movement gives us peace and confidence." (FL1)</i></p> <p><i>"I had never really sought movement so much as literally a saving grace. And I did and was like I felt that it was really life changing. And so, I was just so curious. If this does these things for me on a personal level, like I just really want to learn more about how that connects on a leadership professional level." (FL1)</i></p> <p><i>"I think I use movement to regulate my emotions. It maintains well-being. Moving my body helps me show up with a clear mind, and ready to think more strategically in calls with clients It's so intrinsically intertwined. Like how you treat your body, and how your mind shows up." (FL6)</i></p> <p><i>"It was beautiful. It was like suburban New Jersey in the spring. But those walks, and then yoga videos that I would do myself literally became my safe space. And were what I needed for peace of mind in such an uncertain time." (FL1)</i></p>

		<p><i>"What is it being a leader? Being able to be a force of calm sometimes, you might not know the answer, but seeing that not knowing the answers is right, this uncertainty is okay." "Yeah. And if you go into a very uncertain situation, and you're freaked out yourself, right, yeah, and I think the ability to remain calm there is really tied to how your body responds to it... your own ability to regulate." (FL7)</i></p> <p><i>"It was all like going for a walk with my dog, walking home from the station after seeing a friend, or after a spin class. I feel good in the spin class. When you walk out, you're like, Oh, yeah! Amazing!" (FL2)</i></p> <p><i>"When I'm really quite stressed, that's when breaks are even more necessary. Yeah. And the teams aren't gelling well together, you're like, Okay, I just need to go on a walk and clear my head and come back. Yeah." (FL6)</i></p> <p><i>"Understand what is the power of breathing, just breathing. It's such a powerful tool that really helped me to navigate a lot of stress. Yes, because I feel when you are stressed, there are many emotions that manifest in your body. I definitely have the heart racing or the pressure on your chest. Yeah like being able to breathe and you know ground yourself. It was a whole journey." FL3)</i></p> <p><i>[describing how she felt after Pilates movement] "It's like waking up in the morning without being stressed." (FL11)</i></p> <p><i>"I guess I didn't.... It just came more naturally. I think I didn't have to think so much like I didn't have to do take so much effort to unpack my experiences." "The setting I think, and the movement and it fits with what I described! (laughs) I don't like standing still. I need to move to feel good, like Yeah." (FL4)</i></p> <p><i>"Never, you know, edged words that (are) being rude. Yeah. You know, wanting to make the other person feel small. That's never my thing. And so, I would never do that. But I felt that having the physical aspect of that is really tied in with how you respond during those moments." (FL7)</i></p>
	<p>d) Energy to Overcome Barriers (Stuck/paralyzed, Thins the resistance)</p>	<p><i>Movement "then I find that it actually increases your energy. And then it gives me more motivation to do other things." (FL5)</i></p> <p><i>Movement "it makes the barrier between the things you know that you should be doing and having the energy to do it. It just like it thins out the resistance." (FL5)</i></p> <p><i>"It just comes with like, a boost. First, I think I'm just much more aware of my body, especially the good side of like a healthy body. I do like notice that I have just like a better posture, posture. Um, I I just feel like I'm more fresh." (FL4)</i></p>

		<p><i>"I do think when I'm, like procrastinating or doing like, I know that I do something I don't like I don't want to that actually movement does kind of breakthrough that I can, like I said thins that resistance, so I have seen that before, but to actually have that incorporated into a workshop. I just thought that was fascinating." (FL5))</i></p> <p><i>"So, it has kind of refocused me into the like, actually just moving your body gives you so much energy. So all the things that like make yourself do that should be number one, because it'll then probably lead to making other things easier." (FL5)</i></p> <p><i>"I think it's something to do with when you get moving something changes ... And I feel like that just gives you a boost of energy. It's like kind of having a clean slate. It's like waking up in the morning without being stressed." (FL11)</i></p> <p><i>I guess like the confidence like, like, just I was like, just I think I didn't care about how I moved Yeah. But at the same time, I did feel the movement, you know, but just, I, I felt really what I did, but not how ... so it was like, losing control, but still being very aware of what I was doing. Do you get it? like Does that make sense? Yeah. Just when you think of the movement ... It was like the freedom it felt like I shaked off some of my thoughts. Like it really felt like I just got rid of some of the thoughts and gained some energy instead to fill up my body and start the day after which is also why I said in the end for takeaways, I want to incorporate that in my like, mornings because I felt like it just gave me so much energy and I got rid of all the things or the worries or whatever. It made me aware of the way you feel does have an impression on others because it made such an impact in like the way I felt myself in that moment. (FL4)</i></p> <p><i>"Well yes, this (dancing) is part of my daily. And if we talk about having that moment of being paralyzed, that will help me. It's harder in an office.... My version might look really different. It might just be like going to the bathroom and sitting there for a minute and having a little shake. At home it does mean putting on a song and having a little dance it out." "If I'm hitting a wall just in productivity, I will get up. I'll go into the garden. I'll throw my dog a ball. Or I will have a dance." (FL2)</i></p> <p><i>"And I find it hard to just like, be sat at my desk all day. I find if I don't have breaks or don't get up to move, my brain gets quite clouded and foggy. I can't think as straight. So I've not given myself a break or moved my body." (FL6)</i></p>
2.3 Enactment of Transformational Change	a) Immediate Change	<p><i>"Very relaxed after the breath work. I was like, it's going to be fine! I feel like I went to, I can deal with that later. I felt quite settled in myself." (FL6)</i></p>
	b) Cumulative Lasting Change (through	<p><i>"Since the workshop, I'm slightly more aware of things within my body. Especially during breathing exercise. The kinds of tensions that I have in my body that I typically wouldn't pay too much attention to, like my lower back and shoulder area. Because my posture isn't that good. And I don't notice it that much on a day to day basis. But when I'm just sitting here calmly and focusing on my body. Like, I feel that a lot." (FL10)</i></p>

	<p>cumulative awareness)</p>	<p><i>"And in the workshop when we started with like those breathing exercises, and then focusing on that, and that just reminded me how important that was and how I really need to start doing that again!" (FL11)</i></p> <p><i>"Since the workshop, I like choosing the longer walk to the office, or walking my dog before I head off, just something so that I have moved my body. I'm more connected with my body. Before I get into that space where I'm going to need to be like switched on.... I noticed the difference strongly. The more intense the exercise I feel like the more connected I do feel." (FL2)</i></p> <p><i>"Since the workshop, just trying to be aware that I do live in a body. So, making sure, I think I was a bit more aware of you know what, I need to rest right now, or I'm going to take a walking break, or I'm going to make sure I get outside today. And that felt good to give myself permission to be like, 'I can only do so much. And I cannot be on all the time. I will take a nap on the train, like between work meetings.'" (FL6)</i></p> <p><i>"I don't even know if I'm fully at like, why I'm doing this. But even kind of having a little bit more of a real like insight as to what I'm doing and probably like potentially why then might help me change that. So, then it's like I have different ways of when I come up against that, like I keep saying this resistance but it literally feels like I'm hitting a wall. Like what else can I do? When I hit that so like I, even since that workshop, there's still things that I don't want to do, and I haven't been doing, but at least (laughs) I've been enjoying myself." (FL5)</i></p> <p><i>"Yeah, right. And then like I did, like dance around my room. Yeah, since that happened to - I was like, so I it made me think like, oh, how could I like and, you know, bring that into my life". (FL5)</i></p> <p><i>"I definitely shed a tear or two when you were reading the poem. So I was definitely feeling quite present feeling very grounded, feeling happy to be there. Feeling yeah, like I was in a supportive, you know, environment that you had created. And it was what I needed that day. So, yeah. Like, I think, some affirmations are some new things that I came away with. Like I said, I think I've known that movement is really important. But it was an affirmation, and I think particularly dancing, because I, I love dancing." "And so I think that that last, the sort of piece in the end just felt like a really strong affirmation of what I know I need and I can easily do and it's easily accessible. And just a sort of, again, reminder of when you come together and do these sorts of practices, then the way that you can engage with one another is just has a whole other quality to it. So even starting a call with like taking a few breaths together, or just kind of checking in and coming in... We don't do that, especially in workspaces." (FL9)</i></p>
	<p>c) Reflexively Impacts Sense of Self</p>	<p><i>"I've been struggling a little bit with my body, like I was really skinny for a long time. I did one hour at the gym and I was feeling so fit... I carried so much weight... I was like super excited but then my brain switched... I feel like I'm the same. I am really trying to make myself at home in this body because this is it. Like this is it. And also, I feel this is (motions to her body) also like my family. This body had done a lot of stuff for my family, you know? Like the structure (signals to her body). And rejecting it - also rejects my past in a way. I'm really aware of it, but it's also like a lot of conflict."</i></p> <p><i>(FL3)</i></p>

		<p><i>“So I mean, on just a day to day level, just a good reminder of like treasuring those daily habits and those things that I already like I said, you know. It wasn’t that anything was like an epiphany but just a reminder of these are things or activities or routines that helped me feel more myself that I always have at my disposal.” (FL1)</i></p> <p><i>“I don’t run every day, even though Coach Bennett would tell you I’m a runner because I run sometimes. I don’t feel like a runner. Yeah, it sounds like it didn’t become my thing. But it was like magical to not hate it and to realize that it is something that I can do anywhere that I like. And is such a quick endorphin release. Or the coaching piece of it, like having human, like I hadn’t had a coach in a long time. Like boost your confidence. (FL1)</i></p> <p><i>“So that’s like the one movement that I enjoy. I would say. I would say almost every other movement. Like, I’m trying to think of anything. I’ve just never enjoyed it at all. Like it’s always created more - apart from walking. Never - It’s always created more stress for me than good. So it’s always like an effort. And even growing up like exercise was not a big part of movement of any kind, was a big part of my memory life. My sister was like, she was the athletic one. So we all did sports with her. We watched her diving, but like I kind of remember doing anything ever with my mom or my dad or ... it just wasn’t a part of our lives. So yeah, it was my sister’s thing, and then I was school, my sister was diving, because I was the math’s girl, right? Yea I think... pretty like. And I lived in a beach suburb where you were either like the sporty surfer person, or you’re the academic and I was the academic. So, I always struggled with movement - both kind of not enjoying it apart from it, and so that’s why I’ve kind of done as much walking as I can. Even now, like it’s a good thing to do. But yeah, it’s definitely come with a lot of stress and um... frustration for me.” (FL8)</i></p>
<p>Considerations for Practical Applications</p>	<p>a) Movement as Individualized and Accessible</p>	<p><i>“What you’re going to need is going to be very different from what somebody else needs. So, I think one thing in the workshop that could maybe even help people start figuring that out for themselves is to even be very explicit about that.” (FL5)</i></p> <p><i>“For me (long pause) I do not know about the dance cardio. I do not know whether that worked for me.” “The Pilates really worked for me. I think... especially the spine massage. There was something in that.” “I really genuinely believe that at that moment for me, saying I take up more space - or anything like that came from that. Yeah, because it fundamentally altered the way I was feeling in that room.” (FL7)</i></p> <p><i>“So, I mean, on just a day-to-day level, just a good reminder of like treasuring those daily habits and those things that I already like I said, you know. It wasn’t that anything was like an epiphany but just a reminder of these are things or activities or routines that helped me feel more myself that I always have at my disposal.” “It felt like a good reminder of these things that are always available to me bringing them into my day.” (FL1)</i></p> <p><i>“I think, like, there was a lot of power in talking about how our bodies feel like expanded or constricted in certain spaces. The exercises you sent us post the workshop, I thought about it more of just how we always have - I mean, not always - but we can always try to fabricate - be it moments in your day or like literally rearranging a space or like whatever it is to find those “left side” things that make you feel more fluid and more confident and expansive and powerful.” (FL1)</i></p>

	<p>b) Movement is Integrated</p>	<p><i>"I've a few managers have said, for certain calls – do you want to take a walk? We should do this over a walk instead. And can we just go on a walk instead of sitting on a call? So, I think even just like having had that said to me one time was great! And now I just ask for it." (FL6)</i></p> <p><i>"We have flexible working. I will show up to work better if I show up at 9:30 am having gone to a gym class. Yeah, I'm going to do that. And no one has said anything because I get my work done. We have core hours. Which...I...love! Repeatedly, I have told the team when they ask, Can I take a two-hour break? I'm like, yes, you get to manage your own time. The point of flexible working... please do that if that means you get to work out more or have a longer break. Do that for yourself." (FL6)</i></p> <p><i>"It's so easy to integrate it like it doesn't have to be like big things like a one hour walk like me on my way because I get up at Holborn to get to LSE, and there's Lincoln Inn fields which is on the way. And I always take the route - not next to the main street but always parallel street which is much more calm - and that is next to the park. But there's one route like through the park as well, which I never took. Yeah, and I was like why actually?"</i> <i>"And now I always say for the way to Uni and back I take the route through the park, which is nice. I look for like I'm always like, ah! I'm going to the park now! It's just like a 200-meter walk maybe not more, but it's very nice - before going into the tube." (FL4)</i></p> <p><i>"Over the last probably five years [I've] been seeing so much more that you can't separate out the parts of your life. So, the physical aspect of my life is working simultaneously with the working aspect, the creative like the thinking aspect, the relational aspect." (FL5)</i></p> <p><i>"I realized that I could do is a bit more integrating that into my work day, as opposed to, like before, or after, or finding a little slot, which helps sort of subconsciously, but if I'm actually struggling with something, an annoying email or unsettling conversation or some nervousness before a big presentation, I don't know if I, I forget that I have these things that I could probably sit down and just do some breathing, or if I have time, go for a quick walk around. So, I think like that was one of my realizations is using some of these things to really actually self-regulate during the workday could be interesting." (FL9)</i></p>
	<p>c) Movement as a Leadership Skill</p>	<p><i>"If (movement)" does these things for me on a personal level, I just really want to learn more about how that connects on a leadership professional level." (FL1)</i></p> <p><i>"And it made me wonder like, also, I'm a leader, I could probably, you know, am I am I waiting for these things to happen? And kind of putting the responsibility on somebody else? Or can I start to bring these in and kind of create or influence the culture in a way that Yeah, yeah." (FL9)</i></p>

"And I do think it's just a skill you need to it's also skill to do meditation to learn. Of course, what we did is not meditation, but I think you get like the analogy I want to make, it's like, be in the moment and really listen to how you feel. And I do think that's something that is difficult to me and then how that relates to my experiences, (undecipherable), whatever. I was just curious to learn about that and tried to integrate it after because I think it's something I'm not really good at." (FL4)

"I realized how much of a difference working out makes in how I would show up at work the next day - how confident you feel about yourself or the way you show up. And with the workshop it was talking about it's like a whole process. And there's no one end to it - like a stop you have to get to. You end up going your whole life and honing your skills." (FL11)

Appendix 10: Sample Recruitment Communication

As a part of my research at London School of Economics, I'm hosting Embodied Female Leadership Workshops in central London in early June. I'm excited to cultivate a space for women where the body is not only safe, but *central* to the process of becoming leaders.

We'll be integrating contemplative executive coaching frameworks with embodied movements like pilates and breathwork. What happens when we allow the body to show up? How can moving our bodies *move us*?

If you're interested, you can register your interest here (or pass this along):
<https://lnkd.in/ertS9yEF>

Can't wait to move with you.



Appendix 11: Sample Consent Form & Exercise Liability Waiver

Research Consent Form

Thanks for your interest in Embodied Female Leadership. This workshop is being conducted for a Masters dissertation research about the body and its role in process of becoming leaders as women. The study is qualitative action research, meaning we're seeking to explore this topic together and learn from the lived experiences and insights of the group.

You'll be participating in an Embodied Female Leadership Workshop. As a part of this, you'll attend this three-hour workshop with the final group discussion recorded as a focus group. In the following one to two weeks, we'll connect 1:1 to debrief about your experience and any insights you've gained through the process. Your participation will be anonymous. Any personal or identifying information about you or your responses will be kept completely confidential.

Your participation is entirely voluntary and you have the right to withdraw from the study at any time. The data from this study will be used for the researcher's Masters dissertation, and findings may be published elsewhere in the future. The researcher can be contacted at [student LSE email] for questions or feedback.

By agreeing to participate in this study, you are acknowledging:

- You are at least 18 years old
- Your participation is voluntary
- You may choose to terminate your participation at any time

Exercise Liability Waiver

I declare that I am over 18 years of age (or have otherwise provided parental consent) and acknowledge and understand that I have voluntarily chosen to participate in the Embodied Female Leadership Workshop.

I acknowledge and agree that the workouts are a recreational sports activity and may involve strenuous physical activity including, but not limited to stretches, strenuous bodyweight exercises and other activities that I am not obliged to perform, nor am I obliged to participate in any activity that I do not wish to do, and that it is my right to refuse such participation at any time during classes.

I understand that there are inherent risks in all aspects of physical exercise and I acknowledge that I have been informed of the possible strenuous nature of training. I agree that prior to my participation I will inform the instructor, [Researcher], of any known medical conditions or factors that may place me at risk. I will inform [Researcher] of any symptoms before, during and after participation in Workshop activities.

I also understand that if I am a prenatal or postnatal client, I must consult with my physician and receive clearance to perform physical exercise.

I release Embodied Female Leadership and its agents from any and all liability for any loss, damage, injury or expense that I may suffer, or that my next of kin may suffer as a result of my participation in the classes, activities and services provided in Embodied Female Leadership Workshop. I agree to hold harmless and indemnify [Researcher] from any and all liability for any damage to the property of, or personal injury to, any third party, resulting from my participation in any program, activity or service provided in the Embodied Female Leadership Workshop. If any portion of this agreement is held invalid, I agree that the remainder of the agreement shall remain in full force and effect.

In checking the box below I agree that I have not experienced any injury, back, neck or joint pain, restricted movement, heart issues, asthma, or high or low blood pressure, arthritis, slipped or bulging vertebral disk, pelvic floor conditions, dizziness, diabetes, epilepsy, hernia, bone degeneration, high cholesterol, allergies or chronic illness. I also declare that I have notified [Researcher] if I am pregnant and/or have given birth in the last 12 months, or if I have undergone surgery in the past 12 months.

If any of the above health conditions apply to you, please include full details in this form.

[Researcher] shall not undertake any obligation (whether contractually, at common law or otherwise) to advise or treat me in relation to any of the matters referred to in the preceding paragraph. I acknowledge that it is my obligation and mine alone to take responsibility for my health and wellbeing during any type of exercise I undertake with the Embodied Female Leadership Workshop.

I have read the above exercise release form and waiver of liability and fully understand its contents. I voluntarily agree to the terms and conditions stated above. I acknowledge that this waiver may be pleaded in response as a bar to any legal proceeding taken by me or on my behalf.

In signing this agreement, I acknowledge and represent that I have read the foregoing Waiver of Liability and Hold Harmless Agreement, understand it and sign it voluntarily as my own free act and deed; no oral representations, statements, or inducements, apart from the foregoing written agreement, have been made; I am at least eighteen (18) years of age and fully competent; and I execute this Agreement for full, adequate and complete consideration fully intending to be bound by same.

I agree to participate in this study and to the terms of this agreement:

Name: _____

Signature: _____

Date: _____