



*The FEBI gives insight into one's use of 4 fundamental energy patterns linking mind, body, and behavior. In use with teams, it provides a common language for understanding and valuing differences, helping teams find the most effective focus and balance. The FEBI Group Report is both diagnostic and prescriptive, providing a map by which teams and their members can move toward greatness.*

The Focus Energy Balance Indicator™ (FEBI™) gives insight into one's use of four fundamental energy patterns linking mind, body and everyday work behaviors. It gives a view into the whole leader, and identifies practical ways to build greater balance, resilience, and performance.

The individual FEBI report includes: (1) a profile of pattern preferences, (2) preferred styles of working, (3) how the patterns emerge in common work behaviors, (4) potential risk areas from under-using a pattern, and (5) wide-ranging development suggestions for strengthening a weak pattern. Personal insights abound when people read their FEBI reports, as they understand, for example, why they're drawn to certain kinds of work, or irritated by certain kinds of people.

Even greater insights are possible, however, when the FEBI is used with a group or team, for it provides a common, non-judgmental language for understanding and valuing differences. The FEBI Group Report shows which patterns are dominant on the team, and which ones may be under-represented, where a team will naturally move, and what it may overlook. Finally, the patterns provide particularly rich prescriptive actions for how teams can better balance and focus their energies. Participants generally come away with clear commitments for enhancing both personal and team effectiveness.

**Case Study: A Turnaround.** We facilitated a 2-day FEBI-based offsite with a Swedish consulting firm that was facing a downturn in business and stiff competition. At first we shared individual results and coached people through their FEBI reports. Participants shared what they were learning about the patterns in themselves and, like people explaining their local culture to foreigners, they became humorous, engaging ambassadors of the patterns, to the point where people could laugh and appreciate the differences in the room. But it was when we showed the group report that the President of the firm audibly gasped, "No wonder we're losing business," he said, "We're not using enough Organizer to follow through, or enough Driver to beat our competitors." Two of the 4 patterns had been both under-represented and under appreciated in the group. We brainstormed ways of strengthening these patterns, which included clearer goal-setting, more disciplined processes, and cross-pattern partnerships. The team and its leadership came away knowing what they had to do to turn around performance and, as the President observed, "Now we have a map to get there." Within one year, this newly focused team was able to reverse what had been declining profits and drive revenue up 20%.