

Focus Energy Balance Indicator

... a roadmap to better managing your energy



This report is prepared for:



S. Sample

July 02, 2008

Data source for interpretive report: Focus Energy Balance Indicator developed by Ginny Whitelaw and Mark Kiefaber, ©2005 Focus Leadership, LLC

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Introduction

The FEBI will give you insight into your current preferences among 4 energy patterns, as well as practical ways of gaining versatility or balance if you need it.

This report gives you insight into how you use and balance four fundamental types of energy, known as Coordination Patterns™. These energy patterns, based in the way the nervous system is organized, show up at every level: in how you move, feel, think, work, and generally behave in the world. While we all have access to all four patterns, we also have preferences that characterize our personality and the way we do things. Knowing your preferences will help you recognize strengths to build upon, as well as typical ways you might struggle or get into ruts. While no pattern or energy profile is any better than any other, every pattern profile has implications for life, work, and the balance between them. This report will help you gain insights into your preferred energy patterns, and explore implications in such practical areas as how you make decisions, engage relationships, or handle conflicts. It will also give you insight into your weakest pattern(s) and what you can do to gain easier access to them. By knowing and using your strengths, and still having enough access to your weaker patterns to use them when they're called for, you'll find greater effectiveness, balance and energy in life and work.

Background



The Driver – Antagonist fires first.



The Visionary - Agonist fires first.



The Organizer: Both fire at the same time, but more antagonist.



The Collaborator: Both fire in alternating sequence with more agonist.

Four ways to flex an arm... first noted by Rathbone in the 1930's, were later found by Wetzig to be related to temperament, not just movement.

For centuries, we've had ways of characterizing different types of people, from Hippocrates' four "humours" to Native American and Indian elements (e.g., earth, fire, air, water), to the temperaments described by Carl Jung. For more than a century, we've known that motions, such as flexing an arm, arise from the contraction of opposing muscle groups. Working in the 1930's, Dr. Josephine Rathbone found four different patterns in which these opposing muscle groups could work together (see figure). Over that past 70 years, these two streams of understanding have been profoundly linked: we now know that four different temperaments are associated with four different ways of moving.

Rathbone found that while we all have access to all four patterns of movement, we each have characteristic preferences – some patterns are easier for us than others. The pattern that is easiest for us she called the Home pattern. Each of the other patterns, like the steps of a staircase, is accessed at progressively higher energy levels.

In the 1960's, with the benefit of electrophysiological recording, Dr. Valerie Hunt and her colleagues validated that these four patterns represented different firing orders of nerves acting on muscles. Hunt and Rathbone had both speculated on the connection to personality, but it was through 30-years of work by choreographer, Betsy Wetzig, that we have a much fuller characterization of the connections between these movement patterns and overall temperament. Wetzig, calling these Coordination Patterns™¹, found that these physical patterns also correlated with certain patterns of emotion, thought, and outward behavior.

We have further characterized how these patterns emerge in the world of work: in leaders, on teams, in organizations and in relationships. We developed the Focus Energy Balance Indicator (FEBI) as a way to measure pattern preferences, and enable one to better use the patterns in personal and professional development. This instrument has been validated against earlier methods to measure the patterns, including an ingenious manual test of Home pattern devised by Rathbone. While assessments always reflect some combination of trait and state – that is, a mix of your deeper enduring traits and your state of mind when you answered the questions – this report gives you an important snapshot of where you are right now.

¹ Coordination Patterns is a trademark of Betsy Wetzig, who also gave them the names: Thrust, Shape, Swing and Hang.

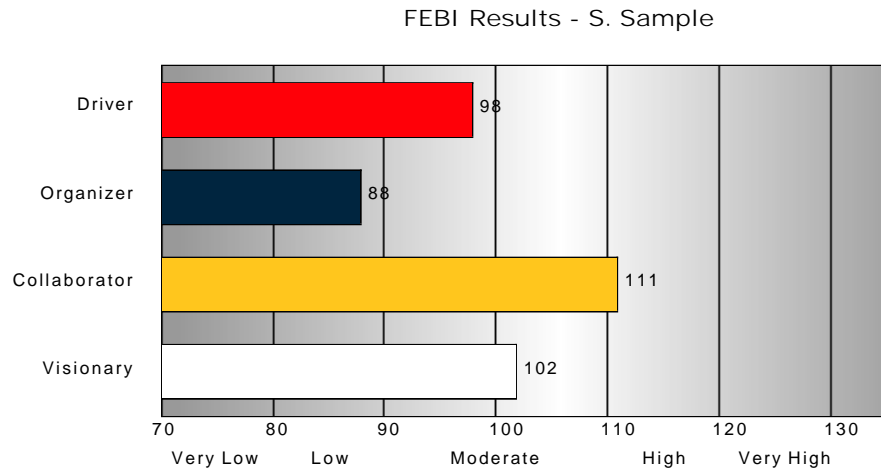
And research suggests that strong and weak patterns are likely to remain that way over time, although the amount of difference between them (i.e., the height of the stairsteps in the staircase analogy), can change. Especially if we work at it.

And working at it – or playing with it, if you prefer – is where this instrument linking body and mind is especially powerful, because the development suggestions provided are much richer than purely behavioral suggestions. Traditional advice would recommend doing this or that behavior, without regard to whether one could access the right frame of mind to behave in that way effectively. We know that behavioral change at the surface can be greatly supported by getting into the “right” frame of body and mind underneath. Researchers have found that when one part of the body goes into a particular pattern, the rest of the body and mind follow. This means that if one needs to get organized, for example, step-by-step activities such as walking will help. Whereas if one needs to think more outside the box and see the big picture, expansive activities, such as Tai Chi, are more appropriate. This opens up vast new territory for personal and professional development by showing where physical activities, or ways of using the senses, can support shifts in mindset and behavior. Far from being other than we are, these patterns help us find and use our full potential.

Changes in how we do things are made much more effectively by moving into the pattern that does them best.

Your Energy Balance Profile

Your overall profile of the 4 energy patterns is shown below. You'll notice that while you have access to all 4 patterns, you also have preferences honed from years of habitual use or innate strengths. The length of the bars shows the extent of your pattern preferences. The differences between patterns can be thought of as steps of a staircase where the lowest step is your longest bar, and the pattern that takes the least amount of energy for you. With progressive steps in energy, you're able to access each of the other patterns. Where the differences are great, the steps are large – and you may not use these patterns as often as they're called for.



Your summary profile is shown by the length of the bar for each pattern. Your scores have been scaled to a mean of 100, with each 10 points reflecting a standard deviation. Most people score in the moderate range (between 90 and 110) for any given pattern². Fewer than 5% have scores in the very high (>120) or very low (<80) range.

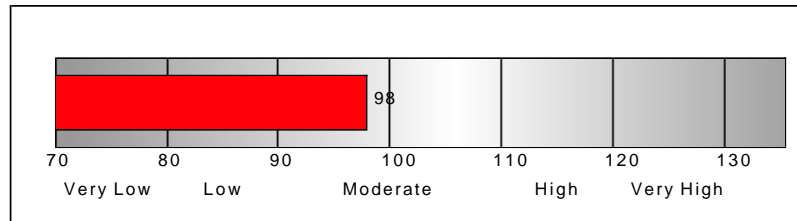
<i>Energy Pattern</i>	<i>Description</i>	<i>Your Preference:</i>
Driver	Direct, challenging, loves to win, stays on point; movement essence: thrusting, pushing	Moderate
Organizer	Steady, disciplined, does the right thing, one step at a time; movement essence: holding form	Low
Collaborator	Engaging, improvises solutions, influences, has fun; movement essence: swinging to and fro	High
Visionary	Thinks big, outside the box, open to new ideas, lets go; movement essence: hanging, extending	Moderate

² Scores have been normed against our database comprising individual contributors through senior executives from mostly U.S.-based companies. Approximately 70% of those in our database score in the moderate range.

Your profile in detail



The Driver



Moderate Driver

Summary: Your score suggests that you're comfortable using the Driver's directness and you know when to push. You can hit your targets, while still keeping a broader perspective. You enjoy a good win, and balance a sense of urgency with consideration for others or for doing things the right way. You can be a self-starter, and also work well with others.

In relationships, you can balance pushing your own point of view with being open to that of others. You're able to balance the drive and recovery that leads to sustainable high performance. People who use the Driver even more than you do may say you're not as driven or focused as they would like.

The Driver is the pattern of fire: igniting rapid action with its driving sense of urgency. But too much Driver can blow things up. People in each range are often described as:

Very Low: lacks focus · little or no sense of urgency · has difficulty staying on task · unambitious · agreeable to a point where others may take advantage · not a self-starter · docile · accepting · unclear in thought and actions

Low: easy to get along with · not challenging the system · easy going · accepting of others · even-paced · may drift from one activity to another · not power-hungry · good listener · may wait for direction rather than taking charge

Moderate: focused on goals · able to make things happen · a quick thinker, but also open to opinions of others · enjoys positions of authority · works independently, and also with others · drives for results keeping the big picture in mind

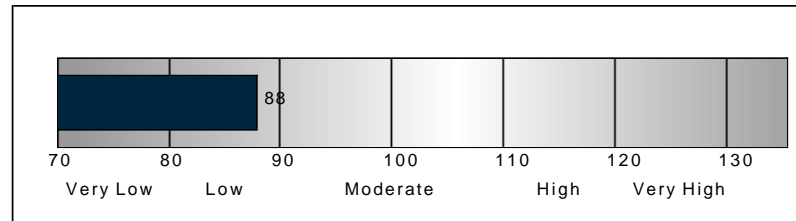
High: strong driver · a make-it-happen person · direct and to the point · talks, thinks and works quickly · enjoys power · loves to win · not a good listener · impatient · sets clear direction · fault finding

Very High: direct to the point of being abrasive · overly aggressive · may be willing to win at all costs · totally action oriented · single-point focused · rapid-fire thinker and doer · highly demanding · extremely impatient · highly critical

Your profile in detail



The Organizer



Low Organizer

Summary: Your score suggests that you rarely use the Organizer's methodical approach. You tend to be more disorganized in your work, and often it doesn't come together as you expect. You're casual about rules – they're for somebody else. You're more about daring and adventure.

In relationships, you may be inspiring or fun to be around, but break trust by not doing what you say you're going to do. Others may find that you're disorganized or unreliable. You may not care much what others think of you, which may make you relatively insensitive to social cues.

The Organizer is the pattern of earth: solid, stable, and dutiful the Organizer (1) is orderly in thought, word and deed, (2) does things step-by-step (3) likes numbered lists, and (4) can be rigid and predictable in excess. People in each range are often described as:

Very Low: disorganized · unreliable · lacking in follow through · unconventional · all over the place · undisciplined · unpredictable · laissez-faire

Low: casual · sometimes late for appointments or deadlines · inattentive to details · somewhat sloppy · flexible · weak in organizing tasks, meetings or projects

Moderate: has systems for getting things done · reasonably well-organized · orderly, without being bound by order · reliably does the right thing · conscientious

High: methodical in executing · tenacious · self critical · neat and tidy · likes a high degree of order · inveterate list-maker · dependable · follows through · rule-following

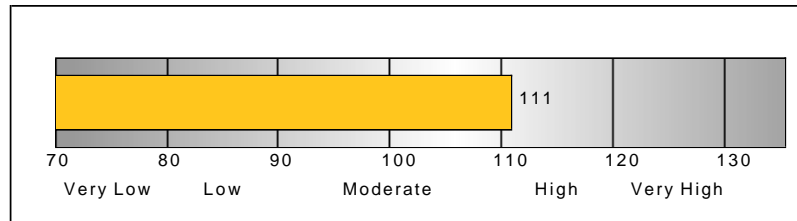
Very High: rigid · extremely self critical · requires order · perfectionistic · duty-bound · highly systematized · struggles with change · extremely ethical · must be correct

Your profile in detail



The Collaborator

Your results suggest this is your most preferred pattern; it is likely to be your Home pattern.



High Collaborator

Summary: Your score suggests that you frequently play in the Collaborator's enthusiastic engagement of people. You love an audience, and tend to exude a warm, fun and positive attitude that others find inspiring. When things go wrong, you bounce right back.

In relationships, you tend to be a people-person, who talks a lot, takes on a lot and delivers, well, some of the time. You're most likely great at communicating your ideas, but also likely to change your mind. You know how to "work a room" and have good political sense; some would say, too good. You tend to be concerned with the welfare of others and convey a generous spirit.

The Collaborator is the pattern of water: moving to and fro, playing in the give and take of relationships. Collaborator sees both sides, weighs alternatives, and likes to have fun – sometimes too much! People in each range are often described as:

Very Low: withdrawn · hard to read · aloof · lacking in sense of humor · brittle · takes disappointment too hard · insensitive · lacking in sense of timing or rhythm · apolitical

Low: serious · preferring to be alone · uptight · cool · low key · inexpressive · uncooperative at times · not a people person · puts work before play · takes things literally

Moderate: can roll with the punches · warm · fun without being frivolous · enjoys people · cooperative · positive · works well on teams · can see multiple points of view · can juggle several tasks at a time · politically astute

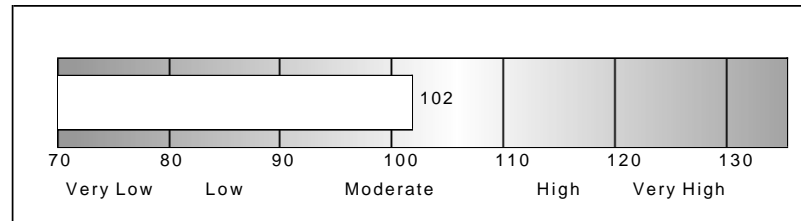
High: playful · funny · goes back and forth on decisions · builds consensus · talks a lot · values cooperation and teamwork · optimistic · often works indirectly · political · sometimes says one thing and does another · not always taken seriously

Very High: "class clown" · needs an audience · melodramatic · can veer curb-to-curb · tries to juggle too much · highly emotional, but resilient · gets overcommitted · high energy, can be overwhelming

Your profile in detail



The Visionary



Moderate Visionary

Summary: Your score suggests that with moderate ease, you can access the Visionary's leaping creativity and openness. You're able to let go of the past, imagine the future, and bring both into the present.

In relationships, you tend to value genuine dialogue. You're able to hear others' ideas, connect with your own, and still be able to reach decisions and move to action. You tend to be reasonably accepting of others, letting them be who they are.

Visionary is the pattern of air: open and without boundary, visioning what's possible, thinking outside the box. But if it's too far out, others may not follow. People in each range are often described as:

Very Low: unimaginative · lacking in vision · not strategic · inflexible · unable to let go · predictable · has difficulty making connections between ideas · transactional

Low: practical · responsible · somewhat stiff · oriented to the present, not future · not always seeing the big picture · close-minded · doesn't dig for deeper meaning

Moderate: open to new experience and opportunity · imagines the future · handles ambiguity · takes reasonable risks · can leap to new ideas · understands context · is able to act with ease and grace

High: spontaneously creative · impulsive · enjoys risk · leaps to new ideas and activities · embraces chaos · goes with the flow · avoids conflict · gets to the essence of things · lacks follow through · open-minded

Very High: eccentric · all over the place · transformational · can seem "off the wall" · unpredictable · undependable · seems loosely put together · disorganized · uses chaos · extremely open

Your Energy Style

Primary Style(s)

Most people combine their most preferred, (i.e., Home) pattern with one other pattern to form a primary style that they use most of the time. Some people are equally or near-equally balanced in multiple styles. Your results suggest that your primary style(s) is(are):

Collaborator - Visionary

In this style, you combine an enthusiastic orientation to people with lively creativity. You tend to enjoy being in front of people, regaling them with your insight, humor, and bright ideas. You're generally good at making connections between people and ideas. Teaching comes naturally to this style.

In making decisions, you may waffle, or put them off until the last possible moment. You tend to prefer keeping your options open. Nothing is done "once and for all" for you, which can confuse, and sometimes exasperate, those around you.

When you get into conflict in relationships, your tendency in this style will be to try to defuse the tension with humor, which may work some of the time, and not other times. Being oriented toward people and harmony, conflict produces tension for you, and you may try to dismiss it too quickly.

Backup Style(s)

We gain added flexibility by being able to call on backup styles as they're appropriate by combining our Home pattern with other patterns for which we have a moderate or strong preference. Some people almost never use backup styles; others are comfortable using one or two. Your results suggest that you're reasonably comfortable using the following back-up style(s):

Collaborator - Driver

In this style, you're bold, fun and enthusiastic, and you're likely to make a big splash wherever you go. You're driven to win for and through people, and you tend to be strong politically. You may challenge people with your humor or directness, and push them along your generally ambitious agenda. You prefer engaging others in setting direction, combining fun with focus.

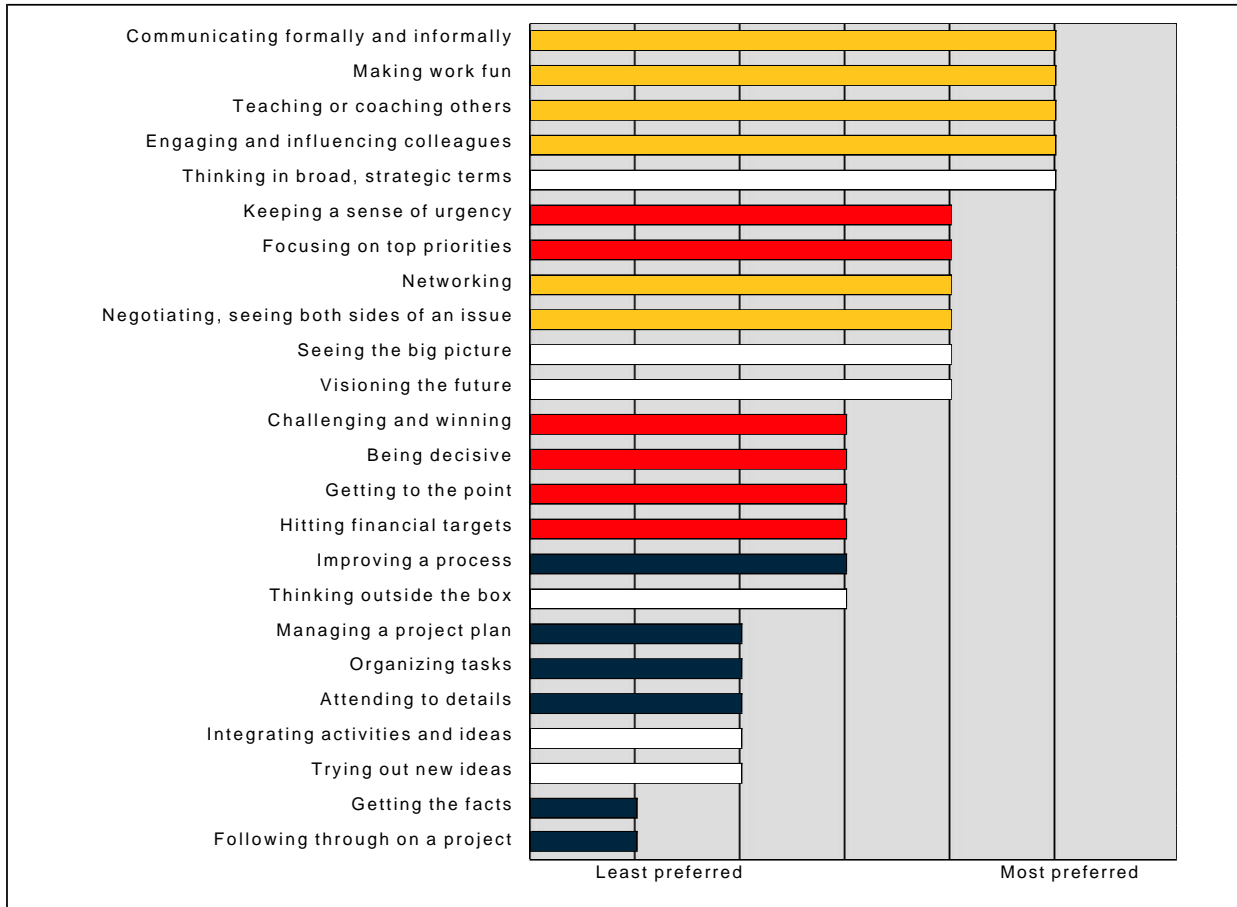
In making decisions, you tend to prefer consensus building and gathering multiple points of view. If people or facts don't agree, however, you'll just make the call and be done with it - though you'll reserve the right to reverse yourself later.

When you get into conflict in relationships, your high energy tends to dominate others. This, plus your humor and ability to work around obstacles, can make you effective at resolving conflicts. But your challenging edge and dramatic ways also stir up conflict.

Your Work Behaviors

You rated your preferences around 24 work behaviors that also relate to the 4 energy patterns. We've organized your preferences from most to least below. Most people find that their preferred work behaviors come out of their Home pattern or styles that they're very comfortable using. Also notice what patterns underlie the work behaviors you're least drawn to; for many people these correlate with their weakest pattern(s).

Driver ■ Organizer ■ Collaborator ■ Visionary



Your Energy Risk Area(s)

Almost everyone has a least-preferred pattern, and when that pattern is weakly expressed, it may be a risk area – meaning that you may not use it when it's called for, and you may struggle or undermine your effectiveness as a result. If your weakest pattern also corresponds to work behaviors that you are least inclined toward, and these behaviors are required in your work, this is a risk area you would do well to tend to.

Your results suggest that you may have a risk area in underusing the following pattern(s):

The Organizer



Symptoms of underusing Organizer

- You've gotten feedback that you're not following through enough, or delivering what you say you will deliver.
- You have a hard time organizing your work.
- You don't pay enough attention to the details.
- Your work sometimes lacks quality or good judgment.
- You jump around too much, and important things fail to get done.
- You have trouble finding things (i.e., remembering where you put them).
- You have difficulty organizing work processes for others.

If these are areas you want to address, ways of developing Organizer follow.

Development Recommendations

How to use this section

The richness of development suggestions that come with the patterns is one of their unique strengths. The development suggestions that follow cover things you can do at work, as well as on your own, outside of work. They cover not only work behaviors, but even more importantly, the inner work you can do to access the right frame of body and mind for being most effective in those behaviors.

- The breath exercises will help you immediately access the pattern's frame of body and mind.
- The body exercises and activities will help you access the pattern with less tension over time, as well as build awareness of how that pattern works for you.
- The background suggestions will help you keep the pattern top of mind by engaging your senses.
- And finally, the behavior recommendations will give you concrete ways of adding the pattern to how you work.

You might start by selecting a work behavior you want to focus on, and then selecting 1 or 2 other ways you can support that intention either at work or outside of work, drawing from the other categories.

Organizer

At Work



Behaviors

Make a list. Find a way of making and using lists that lets you (1) sort your work, (2) keep it in front of you, (3) monitor your progress as you check items off, and (4) identify when you're getting overwhelmed and need to prioritize or get help. Try paper and electronic methods, post-it notes, color coded lists, different places for posting lists, prioritized lists, pictures representing lists, audio lists -- until you find a system that works for you.

Organize your day. Look at ways you can take greater control over how you spend your time. Try to arrange your most challenging work for the times of day when you're generally at your best. Keep a reserve of necessary, but relatively mindless, tasks for late in the day or whenever you generally get tired. Look at blocking certain times of the day for specific purposes, such as email, office hours, regular meetings, planning time, one-on-one meetings with key people.

Break big jobs down into steps. Break large jobs into smaller steps, each of which becomes an item on your to-do list, or gets delegated to others. Think about what has to be done early, in the middle or late to get the whole task done. Once you have the big job broken down into little steps, just take it one step at a time.

Always know your next step. Whenever you're not sure of the next step on a large project, pause, take a look where you are, parse the remaining work if you need to, and decide on the most productive next thing you could do to move it forward.

Make time for planning. In the flurry of every week, it's easy to fall into react mode if you don't set aside specific time to take stock of where you are, and plan ahead. At a minimum, tend to timeline planning; i.e., a task list set on a timeline becomes a plan. But, depending on the nature of your job, you may also need to plan around other matters: plan the layout of a presentation, document, room, website, or event. Plan a process improvement by mapping its current and desired state. Plan whom you need to engage around an important project. Plan the budget or resources you need for upcoming work. Look at what you're working on right now, and pick an area where a plan would be most useful -- and build it.

Make a project plan. For more complex projects where the work of many people needs to be coordinated, make a project plan. A project plan can be as simple as multiple task lists (i.e., workstreams) on a timeline, noting the dependencies or deliveries between them. Try different methods -- from a software project planning tool, to post-it notes on a large sheet of paper -- to find one that works well for the projects you manage.

Under-promise and over-deliver. The real message here is: deliver what others think you've committed to. But if you have a track record of missing deadlines and underestimating the work involved, consciously adjust your estimates to what might feel like under-promising. If you have, in the past, delivered work of a lesser quality than was expected, consciously adjust your standards to what might feel like overkill. Once you're delighting others, rather than disappointing them, you can dial in your

Organizer	efforts perfectly.
At Work	<p><u>Breath</u></p> <p>Take a 2-minute Organizer break to pause, compose yourself, and think things through.</p> <p>Hands and Feet: Sitting at your desk, or on any chair, sit up straight, so that you can feel your spine in its full, relaxed length. Place your feet flat on the floor, and your hands flat on your thighs.</p> <p>Eyes: Relax your eyes, letting your gaze drop, splashing off the surface in front of you.</p> <p>Breath: Let out a sigh of relief, exhaling through your mouth, and let your tension fall out of your neck and shoulders. Close your mouth and, breathing softly and quietly in and out through your nose, take several breaths, feeling each one move into and out of your body. Invite each breath, especially the exhale, to grow soft and slow. For 2 minutes, simply watch your breathing, but then allow your mind to return to whatever was on it before, and quietly sort it out.</p>
At Work	<p><u>Background</u></p> <p>Add these elements to where you work; your senses will pick up on their orderliness, helping your mind to follow.</p> <p>Organizer Offices have a place for everything and everything in its place. Container stores, compartmentalized desks, and Ziploc bags were made for Organizers.</p> <p>Organizer Furnishings are neat and tidy, perfectly formed. Corners are square and every piece is perfectly placed.</p> <p>Organizer Art is still and perfectly composed: a bowl of fruit, a vase of flowers, even abstract art with neat borders. . .or the periodic table of elements for you scientists.</p> <p>Organizer Music is easy to walk or march to (think Wedding march and graduation). Bach fugues and Mozart concertos with their almost mathematical symmetry are great organizers of thought.</p>

Organizer

Outside of work

Body

Nothing will increase your ease in the Organizer pattern more than moving in it. Develop a 20-30 minute a day practice doing the following types of activities:

- Ballet, waltz, and dances of precise form
- Yoga
- Meditation, reflection, time to pause
- Walking, jogging (and other step-by-step activities)
- Word puzzles, logic puzzles
- Ceramics
- Paint-by-number
- Dressage (formal horseback riding)
- Housecleaning, organizing a space
- Woodworking
- Needlepoint
- Kayaking (slow and easy)
- Synchronized swimming
- Marching band and other drill squads