

FEBI®

Focus Energy Balance Indicator

... a smarter way to manage your energy



This report is prepared for:

Pat Sample

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Introduction

The FEBI report gives insight into the energy patterns of your personality, as well as practical ways of gaining access to weaker patterns if you need them for better performance or balance.

This report gives insight into how you use and balance four distinct types of energy, known as the Driver, Organizer, Collaborator and Visionary. These energy patterns, based in the way the nervous system functions, show up at every level: in how you move, feel, think, work, lead or relate to others, and 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 fall into unproductive habits.

While no pattern or energy profile is better than any other, every pattern profile has implications for life, work, and the balance between them. This report helps you explore implications of your pattern preferences in such practical areas as how you make decisions, lead others, engage relationships, or handle conflicts. It also gives insight into your weakest patterns 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 enjoy greater performance, balance and energy in life and work.

What Makes the FEBI Unique?



Driver - Brake (i.e., Antagonist) fires first and then the engine fires with something to push against.



Organizer - Both engine and brake fire at the same time, but with more brake.



Collaborator - Both engine and brake fire in alternating sequence with more engine.



Visionary - Engine (i.e., Agonist) fires first, and brake comes in as needed.

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

For centuries, we've had ways of characterizing different types of people, from Hippocrates' four "humors" 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 the 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, 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. To access each of the other patterns requires progressively higher levels of effort. In the 1960's, with the benefit of electrophysiological recording, Dr. Valerie Hunt and her colleagues validated that these four patterns represented different patterns of nerves activating muscles. Hunt and Rathbone speculated on the connection to personality, but we have a much richer understanding of this connection through the work of choreographer, Betsy Wetzig. Wetzig, calling them Coordination Patterns™, mapped many of the ways the patterns linked movement, emotion, thought and behavior.

We have further examined 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 – or FEBI® ("fee-bee") – as a way to measure pattern preferences, and leverage the four energy patterns as profound tools for development. The FEBI has been validated both internally, and against other models of personality. It has also been studied in conjunction with 360 data (i.e., observations from others) with the finding that in more than three quarters of the cases, the traits that others identify as weaknesses relate to a person's 4th or weakest pattern on the FEBI. For this reason, the FEBI report includes a rich array of development suggestions for gaining easier access to the pattern you identify as your weakest.

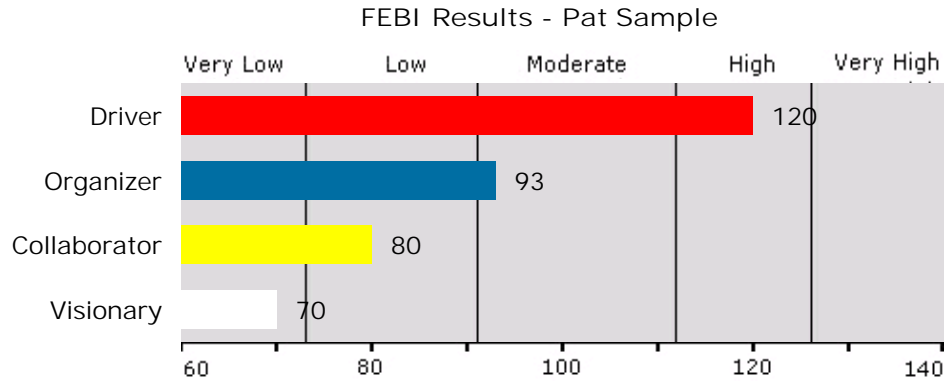
While assessments always reflect some combination of trait and state – that is, a mix of your deeper enduring traits and your state of mind when you answered the questions – clear preferences in pattern order tend to remain stable over time. The extent of difference between patterns, however, can change – especially if you work at it.

Changes in how we do things are made much more effectively when we first move into the pattern that does them best.

And working at it – or playing with it, if you prefer – is where the FEBI report is uniquely powerful, because it goes deeper than surface behaviors to show how you can strengthen your weakest pattern or any low-scoring pattern. Research has found that when one part of the body goes into a particular pattern, the rest of the body and mind follow. So, for example, if one needs to get organized, 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, professional and leadership 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.

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.



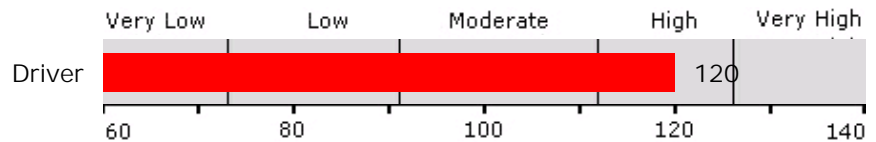
Your scores have been scaled to a mean of 100, and have been normed using a large database of adults ($n > 500$) from a wide variety of professions and countries, with men and women roughly equally represented. Your scores are categorized as Very Low to Very High based on average pattern percentile distributions as follows: Very Low (bottom 10 percentile), Low (10-30th percentile), Moderate (30-70th percentile), High (70-90th percentile) and Very High (top 10 percentile).

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

Your profile in detail



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



High Driver

Summary: Your score suggests that you make liberal use of the Driver's directness and sense of urgency. You like to make things happen, and may be impatient with those who do not think or act as quickly as you do. You're generally clear about setting targets, staying on task, and you love to win.

As a leader or on teams, you may get feedback that you don't listen enough, or seem open to others' points of view. You prefer charging ahead toward the goal, and if others don't move with you quickly enough, your tendency is to do it yourself. In relationships, you like to take charge, get to the point, and you have little time for high drama or long explanations.

The Driver is the pattern of fire: igniting rapid action with its driving sense of urgency. The characteristic movement of the Driver is to push. Too much of the Driver, and others can feel driven over. People in each range are sometimes described by others 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 an activist · gentle · accepting · unclear in thought and communication

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

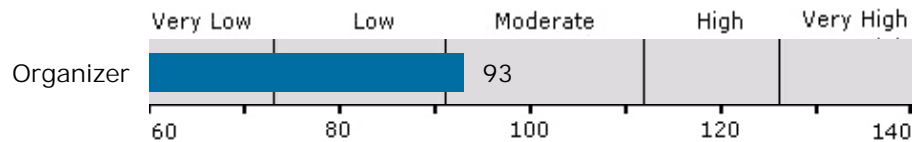
High: strong driver · a make-it-happen person · direct and to the point · talks, thinks and works quickly · enjoys power · loves to win · not a good listener · impatient · sets clear direction · fault finding

Very High: direct to the point of sometimes 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 · sharply critical · may run over people

Your profile in detail



Organizer



Moderate Organizer

Summary: Your score suggests that you're comfortable using the Organizer's systematic ways, and people can count on you – most of the time – to deliver what you promise. You have respect for rules without being bound by them, and you know that plans sometimes need to change.

As a leader or on teams, you tend to organize work in actionable ways. You may let a few details slip by you, but you generally follow through where it's important. In relationships, you tend to be sincere, comfortable relating to people one-to-one, and reasonably dependable.

The Organizer is the pattern of earth: solid, stable – someone you can count on. The physical essence of the Organizer is to hold form. Organized in thought, word and deed, the Organizer (1) does things step-by-step (2) likes numbered lists, and (3) can be rigid and predictable in excess. People in each range are sometimes described by others as:

Very Low: disorganized · unreliable · may not follow through · unconventional · hard to follow · 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, but not rule-bound · reliably does the right thing · conscientious · ethical

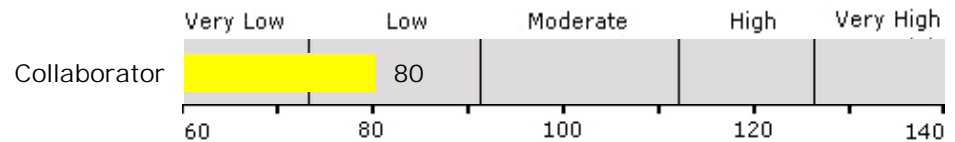
High: methodical in executing · tenacious · self critical · neat and tidy · likes a high degree of order · inveterate list-maker · dependable · follows through · rule-following

Very High: rigid · highly self critical · requires order · perfectionistic · duty-bound · highly systematized · must be correct · overly cautious · compulsive

Your profile in detail



Collaborator



Low Collaborator

Summary: Your score suggests that you might not be very comfortable with the playfulness and people-orientation of the Collaborator. You may often find it difficult to influence or inspire people, and others may find you, at times, cool and distant. Under pressure, you may see the glass as half empty (not half full) and take disappointments hard.

As a leader or on teams, you're likely to be more focused on tasks than on developing the people or relationships to get them done. You may get feedback that you don't communicate enough or that you're not a team player. In relationships, others may feel that you don't express yourself enough or that you're not very cooperative.

The Collaborator is the pattern of water: moving to and fro, and navigating in the give and take of relationships. The Collaborator's essential movement – and the key to its resilience – is swinging back and forth. The Collaborator sees both sides, weighs alternatives, and likes to have fun – sometimes too much! People in each range are sometimes described by others as:

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

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

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

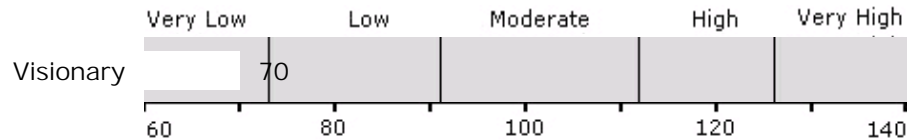
High: playful · funny · goes back and forth on decisions · builds consensus · talks a lot · values cooperation and teamwork · optimistic · enthusiastic · political · sometimes says one thing and does another · not always taken seriously

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

Your profile in detail



Visionary



Very Low Visionary

Summary: Your score suggests that you don't see yourself using the pattern of Visionary very much, and you may find it difficult to see the big picture or let go. You may find yourself getting anxious or irritated when events do not go according to plan. You may see things on the surface, but miss the deeper possibilities they present.

As a leader or on teams, you may have trouble imagining possibilities or giving meaning to work; visioning exercises may strike you as a waste of time. In relationships, you may tend to focus on present tasks and your immediate agenda. There is some risk that others may see you as unyielding or not strategic enough.

Visionary is the pattern of air: open and without boundary, expanding outside the box. The essence of Visionary movement is extending, expanding, drifting with the flow. But if the Visionary goes too far out, others may not follow. People in each range are sometimes described by others as:

Very Low: unimaginative · lacks 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 · doesn't always see the big picture · close-minded · literal

Moderate: open to new experience and opportunity · imagines the future · handles ambiguity · takes reasonable risks · can leap to new ideas · understands context · is both active and reflective

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 · may jump from one thing to another · transformational · wild · unpredictable · seems loosely put together · disorganized · extremely open · dreamy · highly imaginative

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):

Driver - Organizer

The Driver-Organizer style combines a make-it-happen sense of urgency, with the organization and implementation skills to get-things done. Generally crisp in appearance and thought, you tend to have laser focus on goals and as well as attention to details. You are characteristically clear about setting and reaching targets, holding people accountable, raising the performance bar, and doing what you say you're going to do.

In decision making, you tend to make decisions quickly and once-and-for all. In this style, you're most comfortable making decisions based on technical knowledge or experience, less comfortable using intuition. Your risk in decision making is ensuring that you have the right context, and that you've considered not just the task and data, but also the human element.

In conflict situations, you tend to challenge, and have the facts available to back up your position. You're generally more inclined to justify the rightness of your view, rather than see both sides of an issue or consider alternatives.

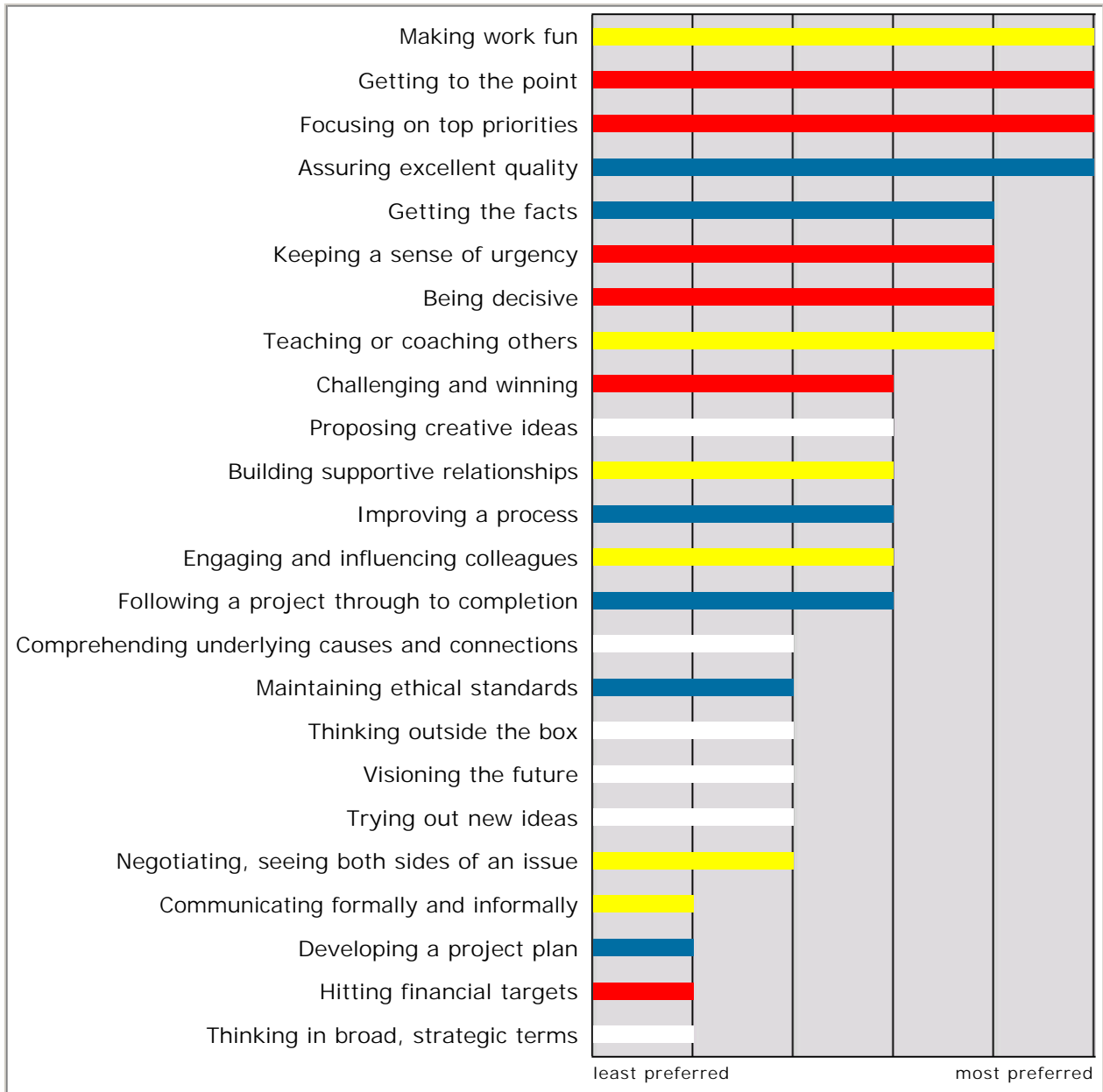
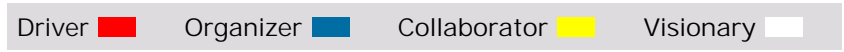
Backup Style(s)

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):

None.

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).



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):

Collaborator



Symptoms of underusing Collaborator

- You've gotten feedback that you need to network more or be more of a team player.
- You take disappointments and setbacks too hard.
- You're unable to laugh at yourself or find humor in difficult situations.
- You try to do too much yourself.
- You have trouble influencing others or understand their points of view.
- You lack political savvy.
- You have a hard time finding your way around obstacles.

Visionary



Symptoms of underusing Visionary

- You've gotten feedback that you're not strategic enough, or seeing the big picture.
- You need a clearer vision for the future.
- You feel stuck in details.
- You're trying to deal with chaos by doing things faster and faster.
- You're losing touch with what really matters in your life and work.
- You're having trouble adjusting to changing circumstances.
- The same old ways of working aren't working anymore; you need some fresh ideas.

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 behavior recommendations will give you concrete ways of adding the pattern to how you work.
- The breath exercises will help you immediately access the pattern's frame of body and mind.
- The background suggestions will help you keep the pattern top of mind by engaging your senses.
- 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.

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.

Collaborator

Behaviors



Put some fun into your day. Think about what makes work fun for you, and put some of those elements into your day or week. It could be a humorous conversation, a practical joke, lunch with a spirit-lifting friend, a teambuilding game with colleagues, balloons and parties in the office, or a pizza lunch celebrating a special accomplishment or event.

Build your network. Think about the number of people you work with routinely or talk to on a frequent basis and imagine doubling that number. What might you be able to learn, influence people on, or make happen with a larger network? Think about whom you could add to your network who could help you recruit, tell you about your competition, give you insight into future trends, take some work off your plate, help you take on a larger project, open an opportunity, support you in selling an idea, or give you feedback on how you're working. Identify where you most need to build your network and commit a conversation-a-week to it.

Help build and bond a team you're working on. Pick a team you're working with or starting soon where trust and mutual support will be highly important. Identify ways for the team to get to know each other better that you could try out: cooking a meal together, going bowling, going through an improvisational comedy workshop, or doing a community service project. Get a book on teambuilding activities (*Teamwork and Teamplay* by S. Thiagarajan and G. Parker is a good example) and pick a few that would work well for your team.

Celebrate. Find excuses to celebrate – birthdays, arrivals of new employees, work anniversaries, hitting milestones, beating a competitor, or getting through a tough time. And find ways to celebrate that stir up energy and lift spirits, such as quirky awards, photo clips set to music, inviting families, or just having fun gathering around food and drink.

See both sides. In making decisions or settling conflicts, consciously talk about and see the issue from multiple points of view. Put yourself into the position of others, and consider the impact of your decisions or solutions on them.

Weigh your alternatives. Consider multiple options in making decisions – not just the first idea that pops to mind or the way things have been done in the past. Have a Plan A and a Plan B. Recognize that some decisions must be made quickly, but other times, a decision serves only to prematurely close off options; ask if this really needs to be decided now.

Find your way around obstacles. Maybe you're running into a wall of resistance, or don't like some of what is going on. See if you can figure out how to turn. In the spirit of Aikido ask, "How can I use this?" Be willing to come off your position (even though you have an end in mind), sense where others are coming from and how they can move with you. Practice turning the energy in a direction that you want to go, and that they're able to follow.

Collaborator

Breath

Take a 2-minute Collaborator break to loosen up, and get into the swing of collaborating.

Breath: Take in a breath through your nose and exhale -- Ah! -- a sigh of relief through your mouth. Repeat several times, feeling tension drop out of your neck and shoulders with each breath.

Sitting: Shift your weight from your left "sits bone" to the right and back again. Feel a loosening through your torso and neck as more and more of your body gets into the motion. Let your head bob from side to side, as each ear takes turns moving closer to its shoulder. Gradually make the motions smaller until you only imagine them. (You can also do this standing, by shifting your weight from foot to foot, to and fro, gradually shrinking the motion to being only imagined.)

Background

Add these elements to the places you work, inviting your senses to play.

Collaborator Offices are full, with everything leading to something else, conveying a sense of bounty and colorful brightness . . .

Collaborator Furnishings are bright and cheerful with overstuffed cushions and rounded edges. . . walls are softened with carpet and sensuous curves suggest a sitting area. . . Toys are scattered around and conversation pieces capture attention.

Collaborator Art is rich, sensuous and often playful, from Monet's garden to Dilbert's comics. . . Picture photographs of family members, team trophies, and a miniature basketball hoop positioned over the wastebasket.

Collaborator Music from Big Band to La Bamba makes you want to swing to the rhythm with a partner or an audience.

Collaborator

Body

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

- Aikido
- Skating
- Ice dancing
- Golf (the Collaborator)
- Rollerblading -- side to side
- Ballroom dance, belly dancing, hula
- Team sports (with focus on the team)
- Bowling (the set up, social aspect)
- Bobbing up and down on waves
- Swimming (with rhythm)
- Bicycling (slow and easy)
- Skiing (slow and easy)
- Weaving

Visionary

Behaviors



Add spontaneity to your day. Get out of your office, and just sense what is going on in the workplace. Engage in random, spontaneous conversations to take the pulse of what's happening. Or pick an issue that you want to get different points of view on and run it through several spontaneous conversations.

Make time for reflection. Get a journal or start a log in which you write for 5-15 minutes several times a week. Keep it freeform, but for any work topic you visit, dig into it in your journal to get at the essence of what is really going on. Also use your journal to record learnings.

Brainstorm. You can do this alone or with a group of people. Write down a problem you're struggling with and then give yourself a couple minutes to think of as many ways as possible to restate it. What's the real issue here? Once you pick what you think best states the real issue, brainstorm again as many ways of solving it as you can. Net down your ideas by picking one or two you want to take a further step.

Surf the net. Open up your field of view for any problem you're working on. Plug it into a search engine on the Internet and see what's out there. Find out who has dealt with this issue, and identify a thread of information that looks promising.

Get the Big Picture. Take a reflection break and virtually or literally, if possible, come up a level: stand on a balcony, overlook or a place with a big view. Let your eyes expand to see the whole picture and reflect on an issue you're working on. What's the bigger picture? What's essential in the end? What are the trends and patterns? What's possible? Let expansive questions like these help you explore your issue with lateral thinking.

Stir things up. Not for the sake of being mischievous or malicious, but stirring things up adds energy to situations so new order can emerge. Invite a contrarian point of view into your meetings....start parallel tracks of activity to see who can run with a project or what emerges first...run an experiment that might fail...test 2-3 ideas to see which is best...do something that surprises your competition...bring in a focus group of 12-year-olds to test out your strategic plan.

Flip your reactions to chaos. Anytime you catch yourself – or others – bemoaning an event, flip it. Assume it's meant to be and ask, "How can we use this?" Identify the opportunities present, and follow up on those that seem most promising.

Location, location, location. Consider creative venues for holding meetings or doing your work that could inspire new thinking, e.g., a park, a museum, an aquarium, an art gallery, or virtually with web cameras.

Visionary

Breath

Take a 2-minute Visionary break to let go and get into a more flexible frame of body and mind.

Eyes: Relax your focus, using your peripheral vision, to take in the whole room around you, without pinpointed focus on any one thing.

Breath: Let out a sigh of relief through your mouth, and allow the next breath to flow in effortlessly – as if air were doing the work, not you. Let the air flow in and out through your mouth a few times, and then close your mouth and continue the same effortless breathing in and out through your nose. With each exhale, invite tension in your neck and shoulders to drop away.

Background

By adding these elements to your office, or making time to work in places that have these elements, your senses will open to the Visionary.

Visionary Offices evoke a harmony with nature, often bringing the outdoors in. They are ideal places, with boundaries light or moveable, such as a 4-panel screen or a see through fish tank to define regions.

Visionary Furnishings are movable, reconfigurable. . . Visionary walls are few and ceilings are high. . .

Visionary Lighting comes from high windows, and torch lamps that point upward.

Visionary Art is evocative, symbolic and open to interpretation: a photograph of outer space, leaves blowing in the wind...

Visionary Music floats in the background, without words or sometime melody to interfere; it hangs in the air in New Age bigness.

Visionary

Body

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

- Tai Chi, Chi Kung
- Modern dance with floating, upward motions
- Meditation (samadhi or "flow" state)
- Sailing
- Hangliding (or other air-y activities)
- Scuba diving, snorkeling
- Photography (in the moment)
- Harmonizing with nature