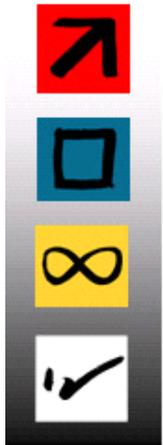


FEBI®

Focus Energy Balance Indicator

... a smarter way to manage your energy



This report is prepared for:

Sample Pat

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Introduction

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.

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.

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.

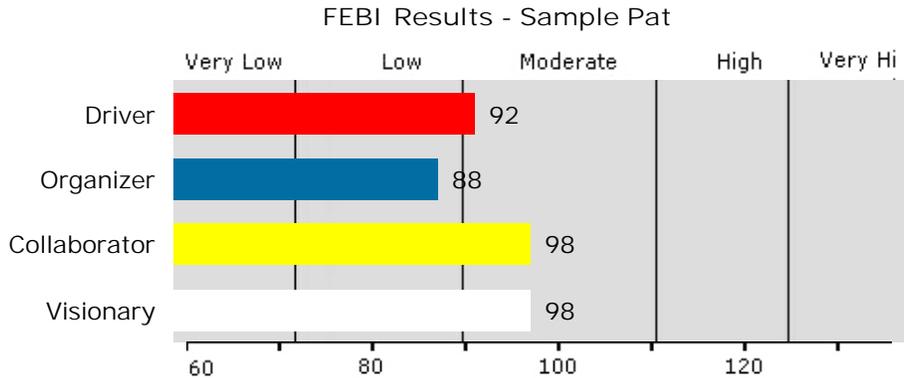
While assessments always reflect some combination of trait and state – that is, a mix of your deeper enduring traits and your state of mind when you answered the questions – clear preferences in pattern order tend to remain stable over time. The extent of difference between patterns, however, can change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

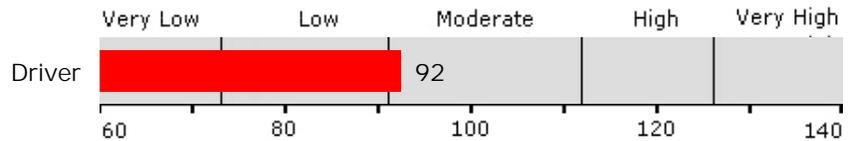
Your overall profile of the 4 energy patterns is shown below. You'll notice that while you have access to all 4 patterns, you also have preferences honed from years of habitual use or innate strengths. The length of the bars shows the extent of your pattern preferences. The differences between patterns 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	Moderate
Organizer	Steady, disciplined, does the right thing, one step at a time; characteristic movement: holding form, shape	Low
Collaborator	Engaging, enthusiastic people-person, fun-loving; characteristic movement: to and fro, swinging	Moderate
Visionary	Thinks big, outside the box, open to new ideas, lets go; characteristic movement: extending, hanging	Moderate

Your profile in detail



Moderate Driver

Summary: Your score suggests that you're comfortable using the Driver's directness and you know how to push. You can generally hit your targets, however if the going gets too tough, you'll try another approach. You enjoy a good win, and balance getting things done with consideration for people and doing things the right way. You tend to be a self-starter, but are not as driven or demanding as some.

As a leader or on teams, you can provide the right balance of drive and recovery that leads to solid, sustainable performance. In relationships, you tend to push your own point of view, while still being open others' perspectives, although you may be an impatient listener at times.

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

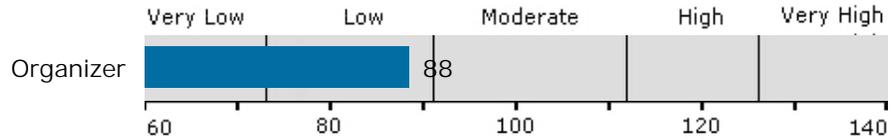
Low: easy to get along with · not challenging the system · easy going · accepting of others · even-paced · may drift from one activity to another · not power-hungry · good listener · may wait for direction rather than taking charge

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



Low Organizer

Summary: Your score suggests that you might not be very comfortable with the step-by-step, methodical approach of the Organizer. You may be more spontaneous in your work, and sometimes it doesn't come together as you expect. You may be casual about rules and likely to take risk.

As a leader or on teams, you may be inspiring and creative, but may disappoint on expectations by not delivering what you promise, or not doing it the right way. In relationships, your spontaneity may make others who need more structure uncomfortable. You may not care so much what others think of you, which may make you less sensitive to feedback.

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

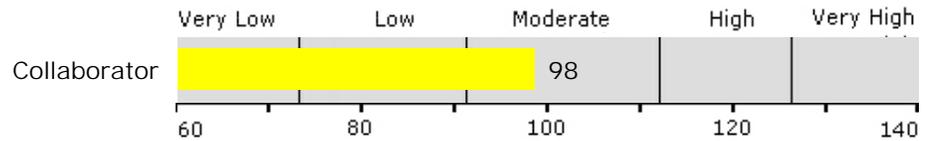
High: methodical in executing · tenacious · self critical · neat and tidy · likes a high degree of order · inveterate list-maker · dependable · follows through · rule-following

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

Your profile in detail



Collaborator



Moderate Collaborator

Summary: Your score suggests you are comfortable accessing the Collaborator's playfulness and ability to engage people. You are generally warm and fun, but not a clown. In facing disappointments, you likely land with a bounce.

As a leader or on teams, you are able to move with others, and get them moving with you. You know that sometimes things are best done indirectly and how to "work the system." You balance concern for people with the needs of the situation. In relationships, you're positive and warm, though perhaps not as enthusiastic as some. You enjoy a good time, but you're unlikely to be the center of attention.

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

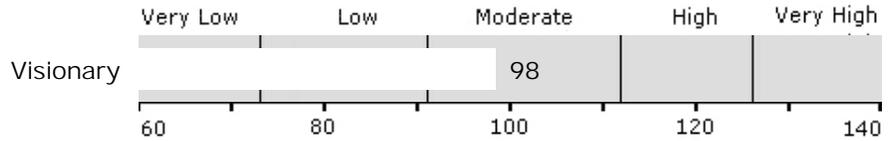
High: playful · funny · goes back and forth on decisions · builds consensus · talks a lot · values cooperation and teamwork · optimistic · enthusiastic · political · sometimes says one thing and does another · not always taken seriously

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



Moderate Visionary

Summary: Your score suggests that you're comfortable accessing the Visionary's leaping creativity and openness. You're likely able to let go of the past, imagine the future, and bring both perspectives into the present.

As a leader or on teams, you tend to value innovation, dialogue, and connecting ideas, though you may be more likely to focus on what is than what could be. You can go with the flow, though you'll also "push the river" in the interest of getting things done. In relationships you tend to value depth and exploring things together. You tend to be reasonably accepting of others, letting them be who they are.

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):

Collaborator -
Visionary

The Collaborator-Visionary style combines 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 tend to be good at making connections between people and ideas. Teaching comes naturally to this style.

In decision making, you may waffle, or put off making decisions until the last possible moment. You tend to prefer keeping your options open. Nothing is done "once and for all" for you.

In conflict situations, your tendency will be to dismiss them with humor, which may work some of the time, and be ineffective other times. Being oriented toward people and harmony, conflict produces tension for you, and you may try to dismiss it too quickly.

Visionary -
Collaborator

The Visionary-Collaborator style combines leaping imagination with an orientation to people. You tend to use your charm and people skills in service of a larger purpose or a bigger picture; you bring your vision to an audience. You're generally concerned with the welfare of people in a big picture sense; i.e., as a humanitarian more than as an individual caregiver. Your style with others tends to be loose and friendly; some would say disorganized.

In decision making, you tend to hold off until the last moment, weighing a wide field of possibilities in human, practical terms. You're more comfortable with ambiguity than are other styles, and some may find you "wishy-washy."

In conflict situations, your tendency is to try to see both sides and harmonize them. You tend to be highly creative in how you approach problems, and can often see options others miss. In the end, you want what's fair for all.

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

The Collaborator-Driver style is 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 may find that you have to reverse yourself later.

In conflict situations, 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 can also stir up conflict.

Visionary - Driver

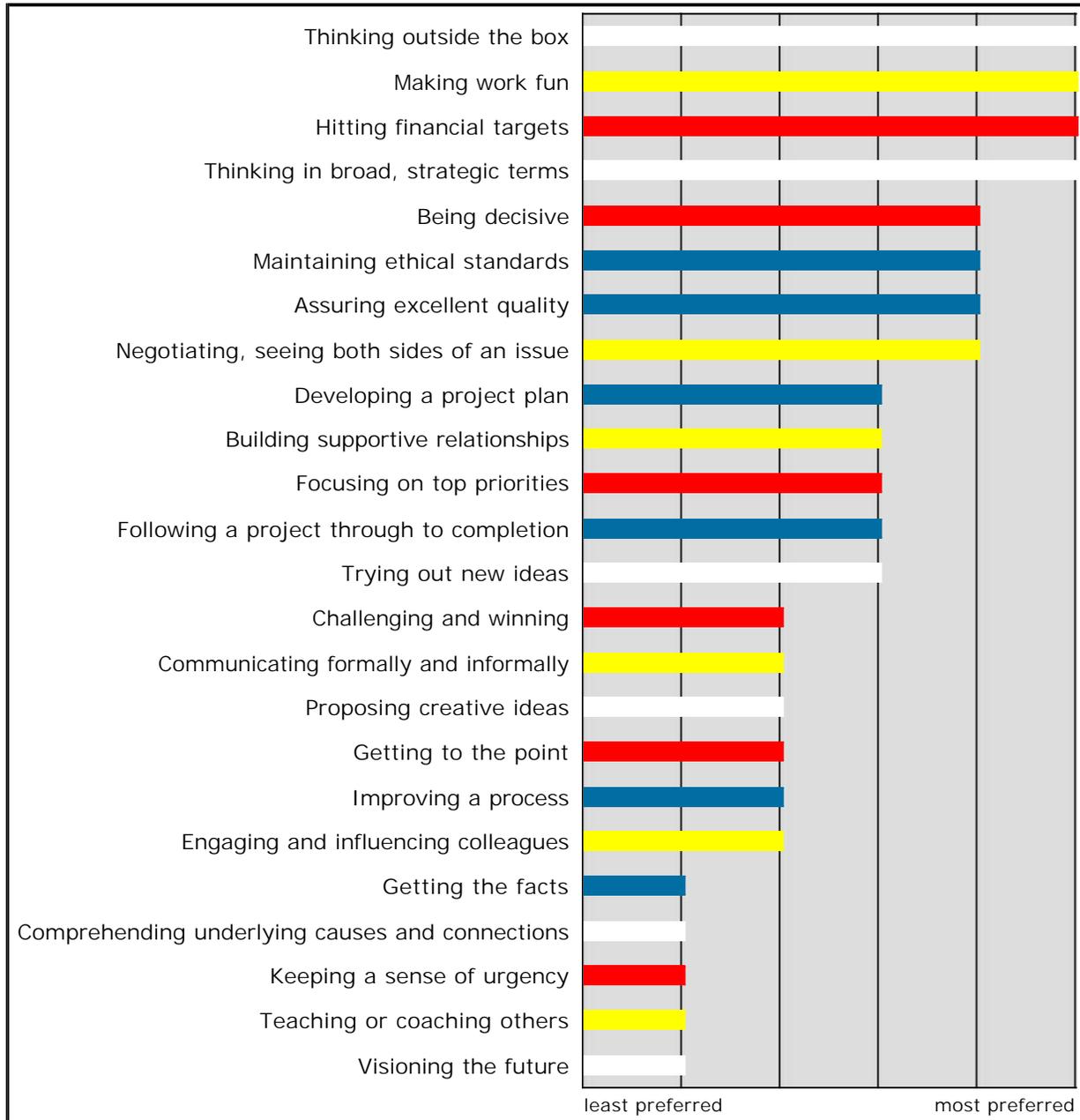
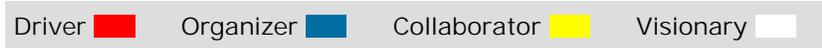
The Visionary-Driver style follows the flow of what is going on, senses opportunity, and then acts decisively. You tend to hold your big picture goals fluidly, even as you drive toward them. You're likely to think big and act quickly – a natural entrepreneur. You generally enjoy hunting and winning opportunities more than doing the work. You focus on the start and the end, but not so much on the middle.

In decision making, you tend to explore wide possibilities, and land on decisions as opportunities dictate. You don't decide anything before you have to, but you can decide in a flash if you feel the situation requires it. You tend to trust your intuition and leap to decisions.

When you get into conflict in relationships, you tend to dismiss the conflicts that seem unessential, and try to smoothly win the important battles. You're not one to let yourself be backed into a corner, and you'll challenge others when you need to.

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):

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.

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.

Organizer

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 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, midway, or late to get the whole job done. Once you have the job broken down into 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, look at where you are, sort 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. Deliver what others think you've committed to. 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 efforts perfectly.

Organizer

Breath

Take a 2-minute Organizer break to pause, compose yourself, and think things through.

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.

Eyes: Relax your eyes, letting your gaze drop, splashing off the surface in front of you.

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.

Background

Add these elements to where you work; your senses will pick up on their orderliness, helping your mind to follow.

Organizer Offices have a place for everything and everything in its place. Container stores, compartmentalized desks, and Ziploc bags were made for Organizers.

Organizer Furnishings are neat and tidy, perfectly formed. Corners are square and every piece is perfectly placed.

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.

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.

Organizer

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