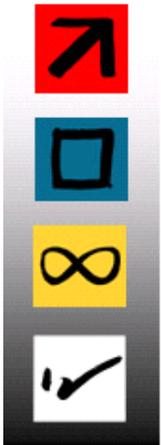


# FEBI®

## Focus Energy Balance Indicator

*... a smarter way to manage your energy*



This report is prepared for:

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Tes TerSTAGE

December 6, 2018

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Energy Balance Indicator  
2.0 developed by Ginny  
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The Institute for Zen  
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What's inside

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- Introduction
- Your Energy Balance Profile
- Your Energy Style
- Your Work Behaviors
- Your Energy Risk Area(s)
- Development Recommendations



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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.

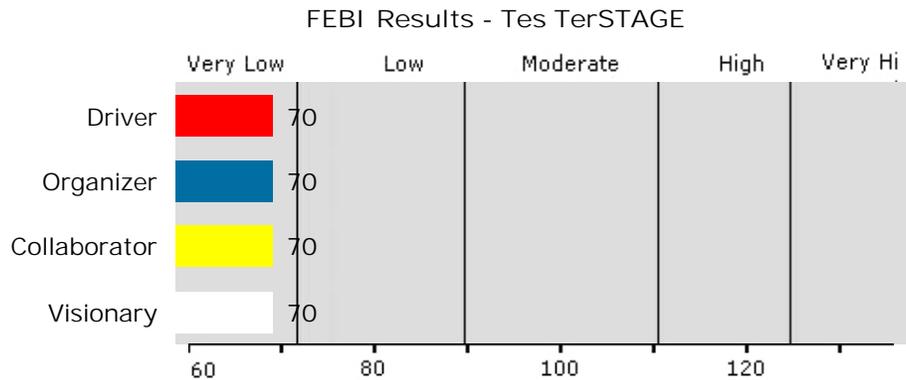
While assessments always reflect some combination of trait and state – that is, a mix of your deeper enduring traits and your state of mind when you answered the questions – clear preferences in pattern order tend to remain stable over time. The extent of difference between patterns, however, can change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

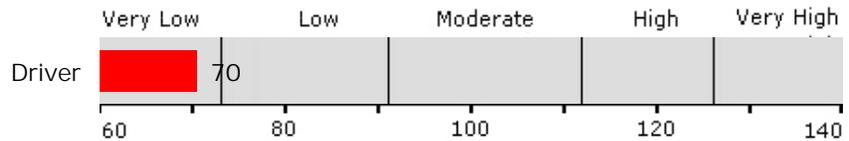
Your overall profile of the 4 energy patterns is shown below. You'll notice that while you have access to all 4 patterns, you also have preferences honed from years of habitual use or innate strengths. The length of the bars shows the extent of your pattern preferences. The differences between patterns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

Your profile in detail



## Very Low Driver

*Summary: Your score suggests that you don't see yourself using the pattern of Driver very much, and you may find your life and work cluttered with many activities or unclear priorities. You tend to be easy-going, and may be seen by some as lacking ambition. Your way of thinking, speaking or working is not likely to follow a straight line path.*

*As a leader or on teams, you may get feedback that you should be more assertive in expressing your views or in driving performance. In relationships, you may be very open to others' points of view, but not know (or let it be known) where you stand. There is some risk that others may run over you, or perceive your flexible nature as weakness.*

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



## Very Low Organizer

*Summary: Your score suggests that you don't see yourself using the pattern of Organizer very much, and you may often find your life or work in disarray. You may be highly creative, however you may struggle with breaking down goals or tasks into steps, making it harder to plan or get things done.*

*As a leader or on teams, you may get feedback that you need to better organize the work of others. In relationships, you may seem so unconventional that others find it difficult to follow your reasoning. Under pressure, you may behave impulsively, which could break trust with others who want to depend on you.*

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

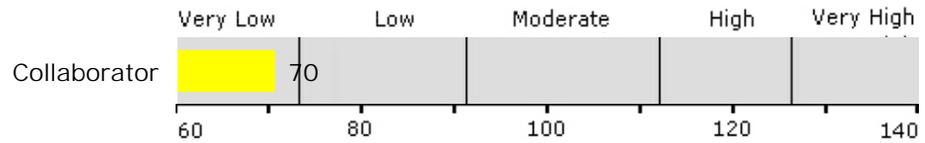
**High:** methodical in executing · tenacious · self critical · neat and tidy · likes a high degree of order · inveterate list-maker · dependable · follows through · rule-following

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

Your profile in detail



Collaborator



## Very Low Collaborator

*Summary: Your score suggests that you don't see yourself using the pattern of Collaborator very much, and rather prefer working alone. Other may perceive you as hard to approach or engage. Under pressure, you may take things too seriously or too hard.*

*As a leader or on teams, you may find human interaction more of a chore than a joy. In relationships, you may lack a sense of rhythm with people, and step on people's toes unknowingly. At times, others may feel you don't understand them or care about them.*

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

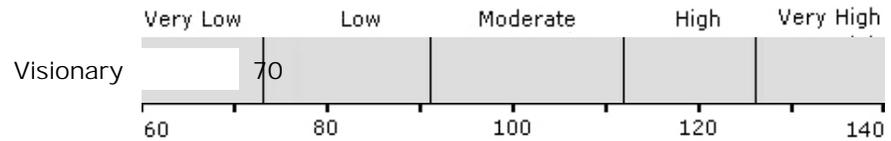
**High:** playful · funny · goes back and forth on decisions · builds consensus · talks a lot · values cooperation and teamwork · optimistic · enthusiastic · political · sometimes says one thing and does another · not always taken seriously

**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):

### Balanced -

The balanced style means you're reasonably comfortable in a variety of styles; you don't have strong preferences among the patterns, and can access any of them with moderate ease. If you're applying the right pattern when it's called for, you already know the effectiveness and balance it brings to your life and work. At its best, the balanced style is situationally appropriate: you know when to push, when to plan, when to involve others, and when to let go. At its worst, a balanced style may mean you're using all the patterns, but at the wrong time. Using the timing and sensitivity of Collaborator, and your knowledge of all 4 energy patterns, you can start reading situations for which pattern would work best, and watch how and when you apply each one.

In making decisions, your method varies by how you read the situation: sometimes fast, other times deliberate, sometimes keeping options open, other times jumping to a conclusion. This may be clear to you, but confusing to others who look for a more consistent approach.

When you face conflict in relationships, you can apply a variety of responses: push back, apply logic, see both sides, look at the bigger picture. If you're able to appropriately read the people you're in conflict with, and apply an appropriate approach, you could be a consummate negotiator or mediator.

If there is a downside to the balanced style, it is that in relation to other people, many of whom are high or very high in expressing one or more of these patterns, you may not stand out as much, or distinguish yourself. You won't tend to be as much of a Driver, Organizer, Collaborator or Visionary as are those who excel in any one of these patterns. Just as a company benefits from having a clear strategy – needing to do everything adequately well, but choosing what it does exceptionally well – so you can also benefit from blending your balance with something you choose to be excellent at.

Remember, even though your results did not reveal it, you do have a Home pattern. And perhaps with knowing these patterns and watching your life, it will become clearer to you what, indeed, is your winning way.

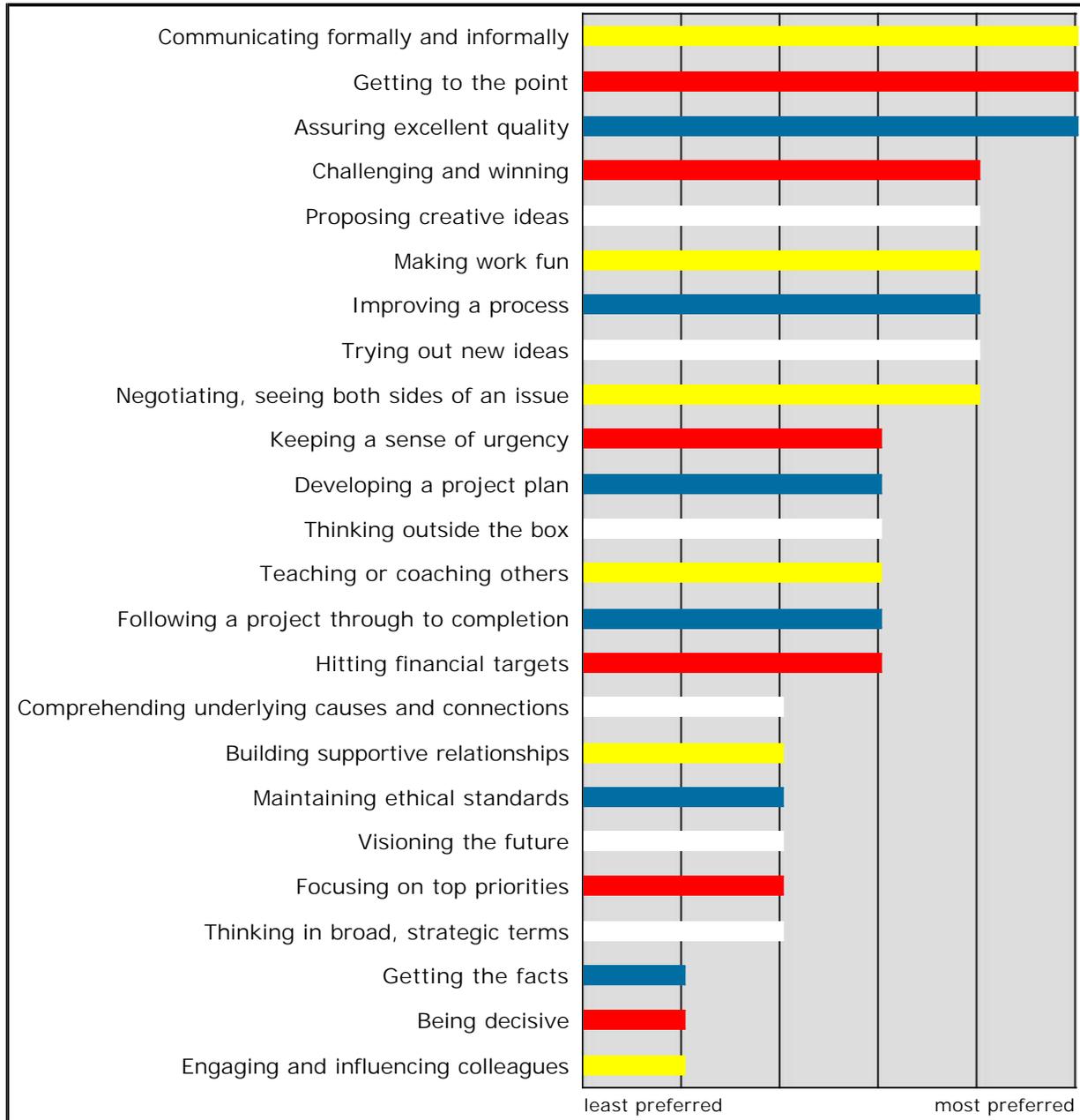
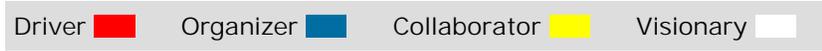
## Backup Style(s)

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):

You don't see yourself using a 3rd or 4th pattern enough for either to be readily available to you as part of a backup style. Ways of strengthening these patterns are given in the Development Tables at the end of this report .

# 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):

None.

# 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.

Development Recommendations: None.