

a smarter way to manage your energy

FEBI[®]

Focus Energy Balance Indicator



What's Inside:

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- Your Energy Profile
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Participant 1
Personal Report
26 January 2022

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This report has been generated electronically by the BeTalent platform. It has been derived from the results of the FEBI assessment completed by the respondent and reflects the responses they made.

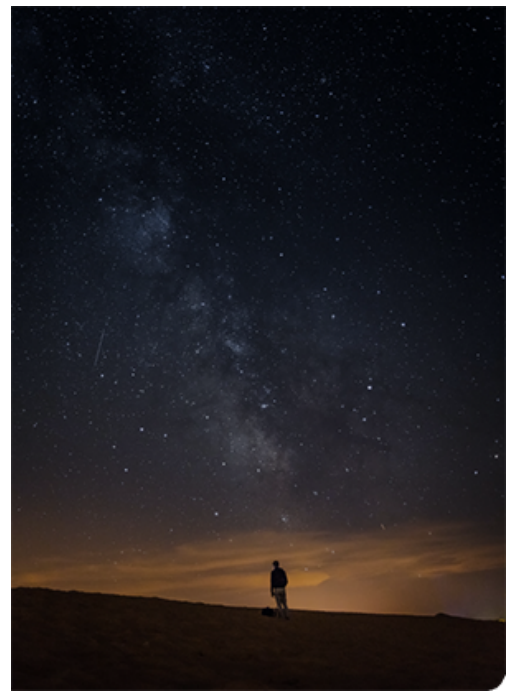


What is FEBI?

The FEBI®* (“fee-bee” - i.e., Focus Energy Balance Indicator) is a validated measure of 4 patterns in your nervous system that link mind, body and behaviors and also map to the 4 dominant factors of personality. It will show you which patterns you prefer, as well as how to access weaker patterns when they're needed.

The four energy patterns—Driver, Organizer, Collaborator and Visionary—show up at every level in how we move, feel, think, work, lead, relate to others, and behave in the world. While we all have access to all four patterns, we also have characteristic preferences. 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 FEBI Unique?

But it's FEBI's connection into the body that makes it uniquely practical. First it moves beyond type in giving you ready access to all four patterns and knowing what each is best at. Second it gives a more holistic view of personality that makes it much easier to self-regulate thoughts and emotions through physical movement. Finally unlike trying to change the mind with the mind, FEBI shows you how you can use physical practices to make desired shifts and enduring change. When one part of the body enters a pattern, the rest of the body and mind tend to follow. This opens vast new territory for personal, professional and leadership development by showing where physical and sensory practices can support shifts in mindset and behavior. Far from being other than you are, FEBI can help you be more of who you are.



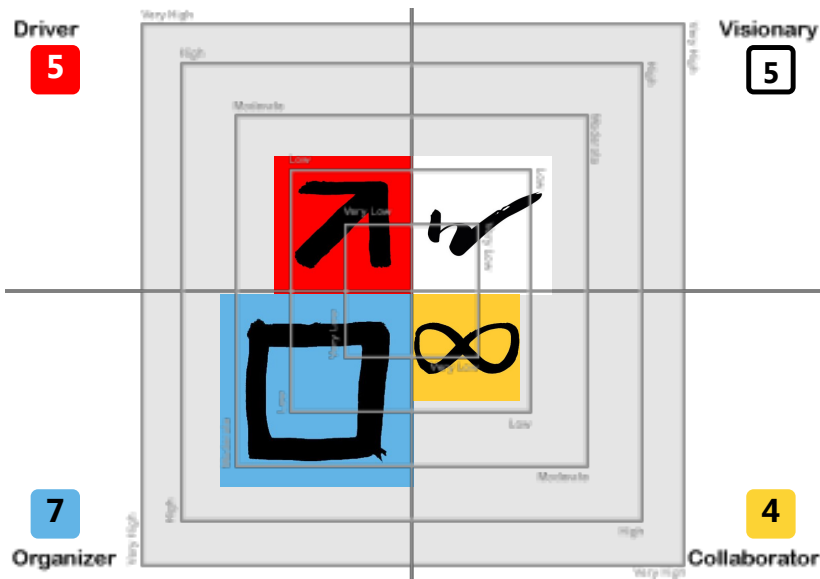
Changes in how we do things are more effective and enduring when we first access the pattern that does them best.

Your Energy Balance Profile

Your overall profile of the 4 energy patterns is shown below. While you have access to all 4 patterns, you also have preferences honed from years of habitual use or innate strengths. The size of each icon shows the extent of your pattern preferences. The larger the icon, the more you see yourself using that pattern. The smaller the icon, the less you see yourself using that pattern and the more energy it may take to access it. Where the differences in pattern preferences are great, you may not use your weaker patterns as often as they're called for.



Your scores have been normed on a 1-10 Sten scale as compared with a large database of adults (n>9000) from a wide variety of professions and countries, with men and women roughly equally represented. Scores of 1-2 or 9-10 are ranked Very Low or Very High, respectively, and apply to the lowest and highest 5-10 percentile. Scores of 5-6 are considered Moderate and apply to the middle 40% (30-70 percentile). Scores of 3-4 are ranked Low, applying to the 20-25 percentile below Moderate, while scores of 7-8 are ranked High, applying to 20-25 percentile above Moderate.



Energy Pattern	Description	Score	Your Preference
● Driver	Direct, challenging, loves to win, stays on point; characteristic movement: pushing, thrusting	5.150	Moderate
● Organizer	Steady, disciplined, does the right thing, one step at a time; characteristic movement: holding form, shape	7.206	High
● Collaborator	Engaging, enthusiastic people-person, fun-loving; characteristic movement: to and fro, swinging	3.968	Low
○ Visionary	Thinks big, outside the box, open to new ideas, lets go; characteristic movement: extending, hanging	5.154	Moderate

Your Profile in Detail: Driver

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:

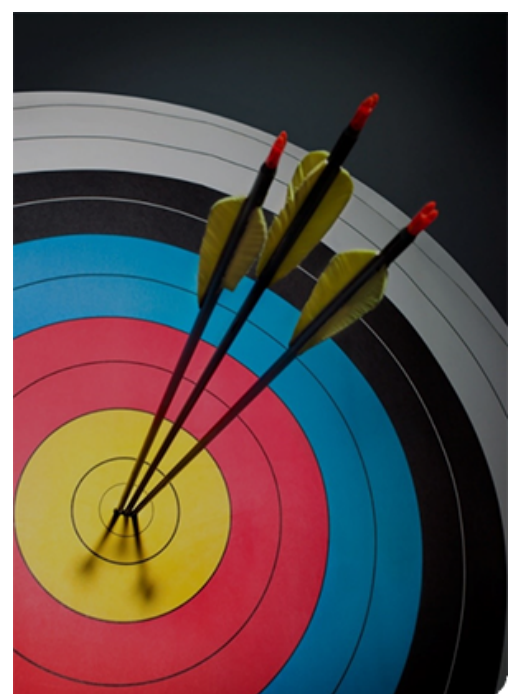
Very Low: lacks focus · little or no sense of urgency · has difficulty staying on task · unambitious · agreeable to a point where others may take advantage · not an activist · gentle · accepting · unclear in thought and communication

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

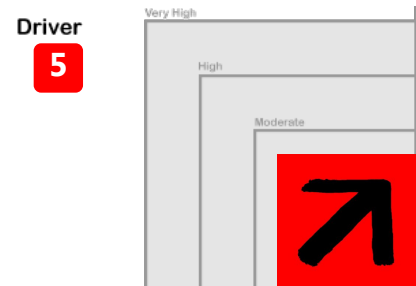
Very High: direct to the point of sometimes being abrasive · overly aggressive · may be willing to win at all costs · totally action oriented · single-point focused · rapid-fire thinker and doer · highly demanding · sharply critical · may run over people



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.

As a Leader or on teams, you can provide the right balance of drive and recovery that leads to high, sustainable performance. You may receive feedback that you're not always as demanding, or clear as some would like.



Your Profile in Detail: Organizer

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

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 · laissezfaire

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 wellorganized · 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

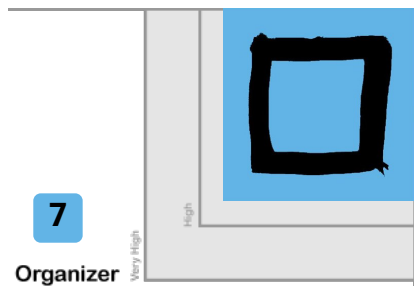
Very High: rigid · highly self critical · requires order · perfectionistic · duty-bound · highly systematized · must be correct · overly cautious · compulsive



High Organizer

Summary: Your score suggests a high degree of ease in the Organizer's orderliness and dependability. You tend to be someone others can count on to plan work and get it done; you're good at working through things one step at a time. You tend to take a cautious, deliberate approach to new opportunities.

As a Leader or on teams, you are concerned with doing things right and being correct. You respect the rules (including the rules of logic) and may feel overly bound by them. You tend to be steady and predictable, and may struggle at times to be imaginative or inspiring.



Your Profile in Detail: Collaborator

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

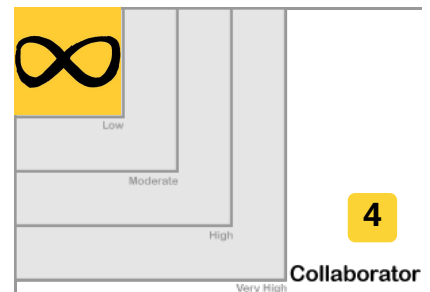
Very High: “class clown” · needs an audience · melodramatic · may veer curb-to-curb · tries to juggle too much · highly emotional, but resilient · gets overcommitted · high energy · overwhelming



Low Collaborator

Summary: Your score suggests that you're not very comfortable with the playfulness and people-orientation of the Collaborator. You may have a hard time influencing or inspiring people, and others may find you cool and distant. You tend to see the glass as half empty, more than half full, and take disappointments hard.

As a Leader or on teams, you're likely to be less focused on the people than on the task at hand. You may get feedback that you don't communicate enough or that you're not a team player.



Your Profile in Detail: Visionary

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:

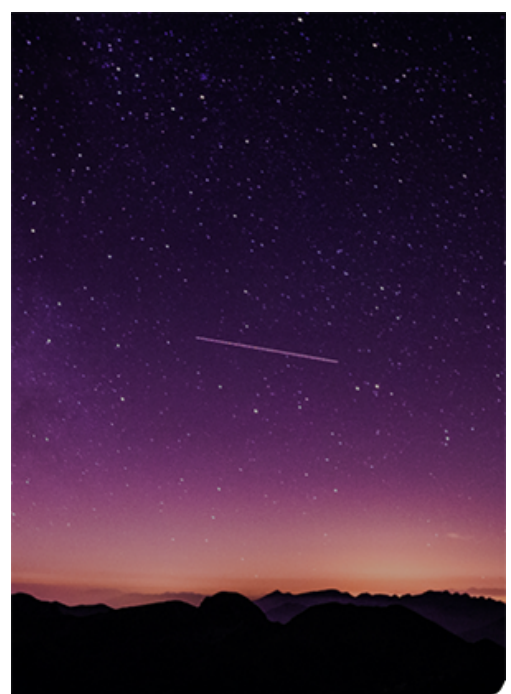
Very Low: unimaginative · lacks vision · not strategic · inflexible · unable to let go · predictable · has difficulty making connections between ideas · transactional

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 · openminded

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



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.

As a Leader or on teams, you tend to value other's ideas, always wanting to get to the heart of the matter. You're able to connect ideas, open up to new possibilities, while still being able to nail things down.



Your Energy Style

Primary Styles(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):



Organizer - Visionary

The Organizer-Visionary style is about bringing big ideas and a sense of purpose into dependably doing the right thing; you like to live "on purpose." You tend to apply your imagination to getting things done in ways that are efficient, improvisational, or aesthetically pleasing. You see the bigger picture in ways that let you parse it into plans, processes, and to-do lists.

In decision making, you tend to diverge, opening up to data, possibilities and a big picture view, and then converge to a decision you'd prefer making once and for all. You will revisit it, however, as conditions warrant.

In conflict situations, you may just not show up. You tend to withdraw from conflict, and will do what you can to return to a place of harmony. If you can stand the heat, you tend to be a calming voice - good at recapping the logic, reframing the issue, and getting to its essence.



Organizer - Driver

The Organizer-Driver style brings conscientiousness together with a sense of urgency, with the result being that you tend to take on responsibility, accomplish a great deal, and may work too much. You're concerned with quality, order, and getting things done. Generally taking one thing at a time, you know your top priorities, and you methodically pursue them. Your management style tends to be disciplined and focused; some would say relentless.

In decision making, you tend to be analytical and challenging, but once you think you've got the facts, you like to make a decision once and for all. A critical thinker, you are sharply discerning, and tend to challenge whether others have reached the correct decision.

In conflict situations, you tend to defend your position and challenge others when you feel it's necessary, but you may doubt or berate yourself later. You're hard on yourself and on others - generally in that order.

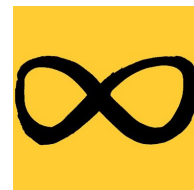
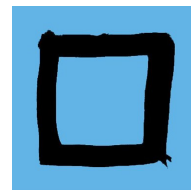
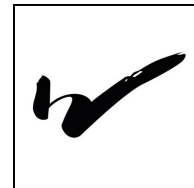
Backup Style(s)

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):



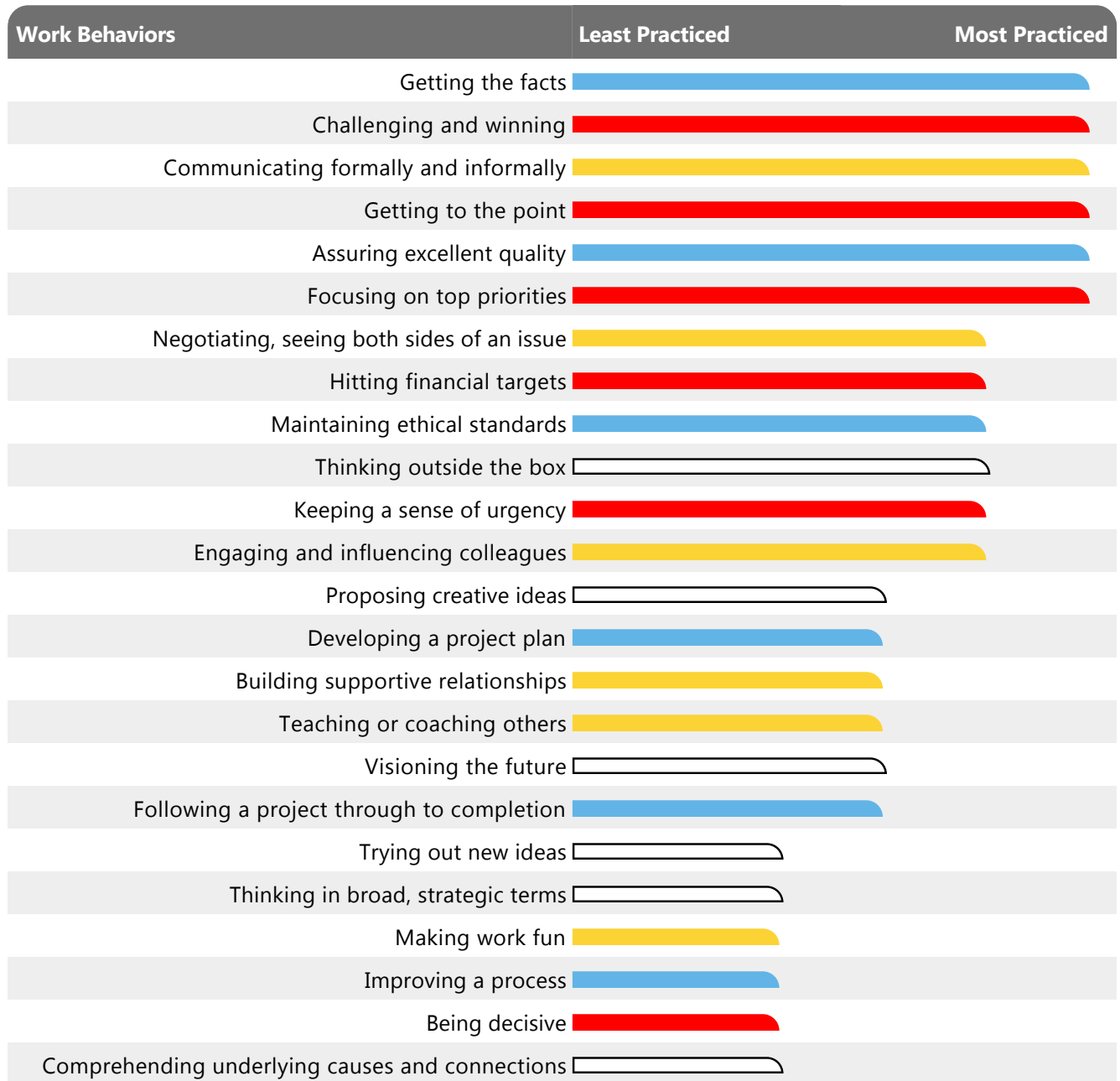
None Identified

Your 2nd strongest pattern must be at least moderate to contribute to a Primary Style. Based on how you answered the FEBI, you don't see yourself using a 2nd pattern enough for it to be readily available to you as part of a style. If two colors dominate the top half of your Work Behaviors chart (page 12), that is likely the style you use most.



Your Work Behaviors

You rank ordered a set of 24 work behaviors from those you do most frequently (5) to least frequently (1), having to make some forced choices so that no more than 6 behaviors received the same rank. Your rankings are listed in the table below, color-coded by the pattern that does each work behavior best. This gives you an independent read of your patterns and style in practice as you see which colors rise to the top.



Your Development Opportunities

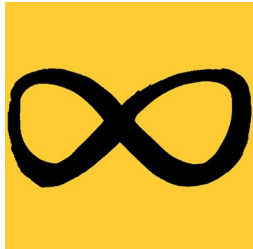
Almost everyone has a least-preferred pattern, and when that pattern is weakly expressed, it may be a risk area – meaning that you may not use it when it’s called for, and you may struggle or undermine your effectiveness as a result. If your weakest pattern also corresponds to work behaviors that you 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.

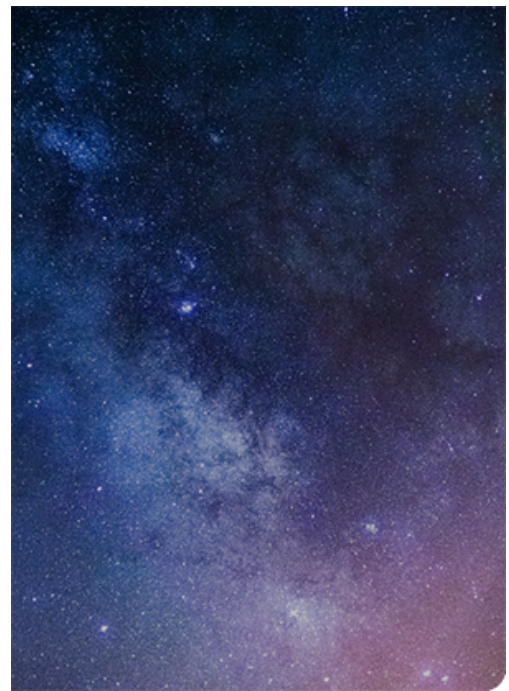
Development Recommendations

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.



Development Recommendations

Collaborator

Behavior

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.

Development Recommendations

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.



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