

360° Profile

Prepared for:

Sample Self Composite

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Also see *The Power of Full Engagement* book by Jim Loehr, Ed.D. and Tony Schwartz. An audio series of the same title expands and explores the concepts described in the book. To order, visit www.energyforperformance.com.

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I. OVERVIEW

Understanding Your Feedback

Your Full Engagement Inventory Profile is a 360 feedback based approach to personal and professional development. Its aim is to provide you with data and an action-planning process to help you increase your level of energy and engagement in all four dimensions (Physical, Emotional, Mental and Spiritual) so that you are better able to sustain high performance in the storms at work and in life.

Truth-Purpose-Action

Utilizing feedback to help you increase your effectiveness follows the core Full Engagement process of "Truth-Purpose-Action". The feedback itself is part of facing the truth of how others perceive you as well as how you perceive yourself. While the actual feedback doesn't necessarily describe the "real" you, it does describe people's real perceptions of you. Perceptions are important because people work and interact with you based upon their perceptions. Their perception is their reality; therefore, the truth about others'— and your own — perceptions of you is very valuable.

Balanced with Truth (how you see yourself and how others see you) is Purpose: who you want to be. This represents your personal mission, vision, values and objectives. As you move to Action and do personal action-planning, it would be wholly incomplete to only focus on perceptions (others' and your own) and ignore your Purpose of what's most important to you. Balancing both Truth and Purpose is critical in achieving high performance and increasing personal effectiveness.

Preparing to Receive Feedback

Receiving feedback responsibly requires you to choose your response to the feedback in accordance with your values. It is often easy to be reactive to the feedback and to point out how something may not be "right" or how someone may be "wrong" in their perception. Seek to avoid that pitfall and instead focus proactively on how this feedback might be beneficial to you in increasing your capacity to sustain high performance. As you read your profile feedback, pause and consider the following suggestions:

1. You are not your feedback.

You have the ability to stand aside and look at your feedback and respond proactively to it. Feedback describes perceptions and perceptions are important. As mentioned earlier, the feedback may or may not accurately describe the "real" you, but it clearly does describe the real perceptions of you. Understanding these perceptions is important in the change process.

2. Look for your strengths as well as areas for improvement.

Sometimes negative comments or low marks can dominate your thoughts or cause you to lose perspective. You need to also recognize your strengths and talents so that you can run with those. Usually, one uses strengths to help overcome weaknesses.

3. Look for broad themes and for the essence of what is being said.

Before getting into the details and specifics of the report, it's quite valuable to read through it quickly for the main themes or messages you can glean. You can later immerse yourself in the specific data.

Understanding this Report

The Full Engagement Inventory Profile is broken into three sections: Overview of Results, Feedback Details and Feedback Analysis. Read each section carefully prior to viewing your feedback.

Section I - Overview of Results

The survey questions are organized into groups called dimensions (Physical, Emotional, Mental and Spiritual). The scores for all questions in a dimension are averaged to produce an overall dimension score. All the dimensions are averaged to produce an overall Energy Management score.

This section also presents the factors that make up a particular dimension. The report enables you to compare your scores with scores given by others (boss, peers, reports) within these factors and dimensions.

Section II - Feedback Detail

This is the largest body of the report. There is a section in this report for each of the four dimensions. Each of the factors within a dimension is highlighted and each question that comprises a factor is included. The detail for each question and its corresponding dimension/factor includes: actual scores of all four rater perspectives (self, boss, peers, reports) and a disagreement index (also known as standard deviation).

Section III - Feedback Analysis

This section of the report focuses on analyzing your feedback and gaining insight and wisdom from it. It is intended to help provide balance and perspective and is designed to be the basis for your action planning. Elements of this analysis include numerous questions to be considered, a gap exercise to highlight hidden strengths and blind spots, and worksheets for identifying strengths and areas for improvement. An exercise on identifying barriers to the dimensions/factors is included as well as a process for building on strengths.

Key Concepts and Definitions

Four Dimensions

The four dimensions of energy capacity and energy management: Physical Energy, Emotional Energy, Mental Energy and Spiritual Energy.

Recovery

Quality and consistency of recovery emotionally, mentally and spiritually.

Factors

Various elements or components relating to one of the four dimensions, e.g. Exercise/Fitness is a factor of the Physical Energy dimension, Creativity/Curiosity is a factor of the Mental dimension.

Perspective Group

A group of respondents who have the same relationship to you, e.g. peers, direct reports.

Gap

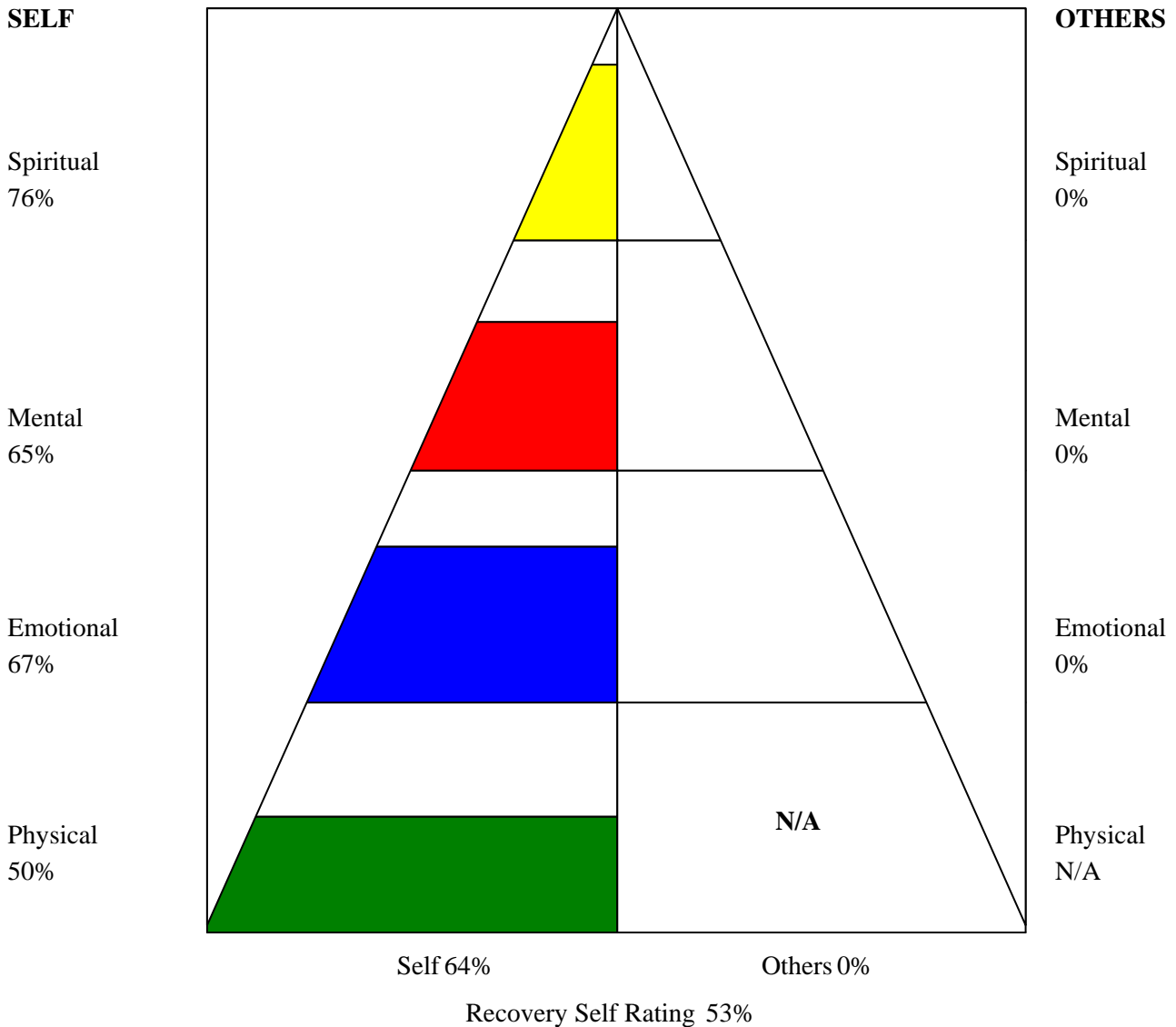
Negative gaps mean that you scored yourself higher than you were scored by others, while positive gaps meant that others scored you higher than you scored yourself.

Norms

"Norm" indicates the average for the item for each perspective. The norm values in this report represent the views of over 5,000 feedback participants and was last updated in February 2006.

II. OVERVIEW OF RESULTS

Your Full Engagement Pyramid



Overall Descriptors

Fully Engaged (85% and above)	Engaged (70% to 84%)	Disengaged (51% to 69%)	Seriously Disengaged (Below 50%)
<p>This suggests that your energy management skills are excellent. Your level of engagement is sufficient to fully ignite your talent and skill.</p>	<p>This suggests that your energy management skills are high, but not sufficient to fully ignite your talent and skill. You must work to expand your level of engagement.</p>	<p>This suggests that significant obstacles stand in the way of fully igniting your talent and skill. To become an extraordinary performer, you must build significantly stronger energy management skills.</p>	<p>Your level of disengagement not only significantly undermines your ability to fully ignite your talent and skill, but also prompts disengagement in others. When levels of disengagement such as this persist over time, your health, happiness and productivity can be seriously compromised.</p>

Sample Self Composite

Overview of Scores

Self  Others  Norm 

Physical Self 50% Self Norm 45%



Emotional Self 67% Self Norm 72% Others 0% Others Norm 77%



Mental Self 65% Self Norm 68% Others 0% Others Norm 75%



Spiritual Self 76% Self Norm 79% Others 0% Others Norm 83%



Recovery Self 53% Self Norm 56%



Sample Self Composite

Comparison of Self Score vs. "How Others Scored You"

Dimensions and Their Factors

Each of the five dimensions is comprised of several factors. In the table below, you will see how you scored yourself in each of these factors, how others scored you, and the gap between those scores.

				--- Norm ---		
	Self	Others	Gap	Self	Others	Gap
Physical	50	n/a	n/a	45	n/a	n/a
Exercise/Fitness	50	n/a	n/a	45	n/a	n/a
Emotional	67	0	-67	72	77	+5
Solution-Based Optimism/Managing Adversity	69	0	-69	74	78	+4
Self-Esteem/Confidence	64	0	-64	69	76	+7
Interpersonal	69	0	-69	73	77	+4
Mental	65	0	-65	68	75	+7
Logical, Realistic Thinking	75	0	-75	75	82	+6
Focus/Concentration	50	0	-50	59	71	+12
Mental Preparation	67	0	-67	68	82	+13
Reflective/Self-Aware	67	0	-67	68	70	+2
Time Management	54	0	-54	65	75	+10
Creativity/Curiosity	78	0	-78	73	76	+3
Spiritual	76	0	-76	79	83	+4
Commitment/Passion	79	0	-79	81	85	+4
Vision/Purpose	67	0	-67	71	77	+6
Principle-Centered/Ethical	80	0	-80	83	85	+1
Recovery	53	n/a	n/a	56	n/a	n/a
Nutrition	48	n/a	n/a	52	n/a	n/a
Sleep	58	n/a	n/a	59	n/a	n/a
Recovery (Emotional, Mental, Spiritual)	56	n/a	n/a	60	n/a	n/a
Energy Management	50	n/a	n/a	56	n/a	n/a

Three Largest Gaps

Dimension	Factor	Gap Description
Principle-Centered/Ethical	Spiritual	Your scores are 80 points higher.
Commitment/Passion	Spiritual	Your scores are 79 points higher.
Creativity/Curiosity	Mental	Your scores are 78 points higher.

Sample Self Composite

Summary of Highest and Lowest Rated Survey Items — Self

Lowest Rated Items by Self

Dimension Category	Survey Item	Score
1. Nutrition	I eat a meal or snack approximately every three hours throughout the day and never go more than four hours without eating.	33%
2. Focus/Concentration	I do one thing at a time instead of multi-tasking.	33%
3. Nutrition	I consume small meals and avoid getting full.	33%
4. Recovery (Emotional, Mental, Spiritual)	I am able to truly leave work behind at the end of the day.	33%
5. Recovery (Emotional, Mental, Spiritual)	I am diligent about seeking periodic rest, recovery and renewal in times of great stress.	33%

Lowest scores were also noted for the following items:

33%: 56, 63, 64, 71, 87, 93

Highest Rated Items by Self

Dimension Category	Survey Item	Score
1. Logical, Realistic Thinking	I am an effective problem solver.	83%
2. Principle-Centered/Ethical	I am a person who can be trusted.	83%
3. Logical, Realistic Thinking	I fully embrace the facts.	83%
4. Mental Preparation	I think things through carefully before making important decisions.	83%
5. Creativity/Curiosity	I am often very curious about things.	83%

Highest scores were also noted for the following items:


83%: 37, 38, 51, 53, 62, 68, 72, 74, 77, 82, 83, 84, 86, 99

III. FEEDBACK DETAIL

Reading Your Detailed Results

This section of your report was designed to summarize the observations made by the individuals you selected to complete your Full Engagement Inventory. A sample item appears below:

1. I have a high level of physical energy at work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	70	

Under the heading “Perspective” you will find a list of the different rater categories who provided you with feedback. The FIRST line shows your own (Self) responses. The SECOND line shows the responses of others.

“Actual” refers to the ACTUAL NUMBER of respondents who completed a particular question. This number may vary if any of your raters did not answer a question or questions.

“# of Responses” reflects the number of individuals who rated you at each point of the survey scale: 1 = Never to 7 = Always.

“Avg” refers to the average. This is the average of all responses from a particular perspective on each question.

“%” and the accompanying “% of Maximum” bar chart refer to how your average compares to an ideal rating of “7” (Always) on each of the survey statements. The percent of maximum ranges from 100% (an average rating of “7” or “Always”) to 0% (an average rating of “1” or “Never”).

"Norm" indicates the average for the item for each perspective. This is shown numerically to the right of the “Avg” column, and as a vertical red line on the bar chart. The norm values in this report represent the views of over 5000 feedback participants and was last updated in February of 2006.

The bar chart is shaded in gray at the 85% of ideal target area. Being at 85% or higher indicates that you are FULLY ENGAGED; scores lower than 85% indicate varying degrees of less than full engagement. As you review your results you will want to identify those energy and/or recovery areas for which you are currently “on target” and those for which you are “below target”.

Sample Self Composite

Results by Dimension

Physical

A. Exercise/Fitness -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	6	4.0	50	45	

1. I have a high level of physical energy at work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	70	

41. I am physically fit.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	56	

55. I work out with high intensity.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	56	

80. I have well-established routines for regular exercise.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	56	

87. I do strength-training sessions at least two times per week, for a minimum of 20-45 minutes.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	1	0	0	0	0	3.0	33	52	


90. I always stretch after each exercise session.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	50	


Sample Self Composite

Emotional


A. Solution-Based Optimism/Managing Adversity -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	9	5.1	69	74	


16. I am emotionally resilient under pressure.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	70	


29. I do not overreact or "catastrophize."

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	67	


45. I communicate optimism and hope.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	74	


67. I feel more challenge and opportunity than frustration and aggravation at work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	72	


73. I have a high level of positive emotional energy at work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	73	

78. I respond appropriately and adaptively to challenges.


Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	77	

83. I feel grateful and appreciative for what I have.


Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	87	

Sample Self Composite

88. I challenge more than threaten others.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	75	


94. When I use storytelling as a leadership technique, I am careful to base what I say on real facts.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	70	


Sample Self Composite

Emotional


B. Self-Esteem/Confidence -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	6	4.8	64	69	


4. I am self-assured and rarely seek praise and reassurance.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	63	


27. I am willing to take risks.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	73	


44. I accept criticism and feedback gracefully and non-defensively.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	62	


57. I experience feelings of deep satisfaction or joy in my life.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	70	

66. I feel confident at work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	77	


85. I am focused on others rather than self-absorbed.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	68	


Sample Self Composite

Emotional


C. Interpersonal -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	7	5.1	69	73	


5. I communicate persuasively.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	69	


15. I express feelings of warmth and caring.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	71	


28. I listen well.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	71	


58. I manage conflict effectively.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	66	

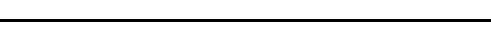
72. I am collaborative (share plans, information and resources).

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	80	

82. I get along with my boss.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	82	


86. I get along with my colleagues.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	82	


Sample Self Composite

Mental


A. Logical, Realistic Thinking -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	4	5.5	75	75	


7. I am an effective problem solver.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	78	


31. I fully embrace the facts.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	76	

47. I am mentally alert and sharp at work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	73	

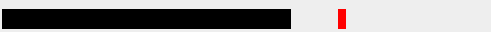
59. I am able to think clearly and logically at work, even under conditions of high demand.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	74	


Sample Self Composite

Mental


B. Focus/Concentration -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	4	4.0	50	59	


9. I do one thing at a time instead of multi-tasking.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	1	0	0	0	0	3.0	33	39	


20. I stay focused on priorities.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	74	

34. I sustain attention for long periods.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	62	


50. I am not easily distracted.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	57	


Sample Self Composite

Mental


C. Mental Preparation -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	5	5.0	67	68	


8. I have a daily mental preparation routine that keeps me positive and challenged.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	54	


18. I mentally rehearse how I want to perform before important events.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	76	


32. I think things through carefully before making important decisions.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	79	

48. I feel organized and mentally prepared to do my work each day.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	69	

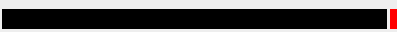
97. I use stories to give people a sense of hope during times when things are tough.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	67	


Sample Self Composite

Mental


D. Reflective/Self-Aware -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	4	5.0	67	68	


6. I am aware of my shortcomings.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	72	


17. I am aware of how my behavior affects others.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	71	

30. I consistently have a high degree of self-awareness.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	72	

46. I am honest with myself, even when it is difficult to do so.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	74	

Sample Self Composite

Mental

E. Time Management -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	4	4.3	54	65	

19. I am on time for meetings and obligations.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	76	

33. I am in control of my time.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	59	

49. I am not rushed or frantic.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	58	

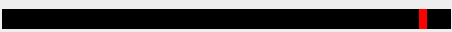
60. I manage my time efficiently at work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	64	


Sample Self Composite

Mental


F. Creativity/Curiosity -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	3	5.7	78	73	


21. I show creativity at work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	71	

35. I am often very curious about things.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	72	

51. I enjoy and encourage novel thinking and ideas.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	77	

Sample Self Composite

Spiritual

A. Commitment/Passion -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	4	5.8	79	81	

38. I persevere even in the face of obstacles and setbacks.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	81	

53. I am willing to commit whatever time is necessary to get the job done well.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	82	

62. I am passionate about my work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	79	

69. I feel my work is personally fulfilling.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	74	

Sample Self Composite

Spiritual

B. Vision/Purpose -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	4	5.0	67	71	

10. I make values-based decisions that consistently reflect a well-defined vision.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	72	

22. I feel a strong sense of purpose in life.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	75	

36. I communicate a clear sense of vision and a strong mission at work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	71	

52. I am guided more by internal vision than by external pressures.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	65	

Sample Self Composite

Spiritual

C. Principle-Centered/Ethical -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	5	5.8	80	83	

23. I am a person who can be trusted.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	93	

37. I have the courage of my convictions.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	79	

61. I follow a clear set of principles or beliefs that governs my actions.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	81	

68. I take actions at work which are consistent with my deepest values.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	81	

74. My personal values are consistent with my company's values.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	81	

Sample Self Composite

Recovery

A. Nutrition -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	11	3.9	48	52	

3. I eat a meal or snack approximately every three hours throughout the day and never go more than four hours without eating.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	1	0	0	0	0	3.0	33	48	

14. I consume small meals and avoid getting full.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	1	0	0	0	0	3.0	33	46	

26. I eat breakfast everyday.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	70	

43. I feel energized after meals, never sleepy or sluggish.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	50	

56. I make sure I eat something within two hours prior to exercise, even when I exercise in the morning.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	1	0	0	0	0	3.0	33	46	

65. I take a multi-vitamin, multi-mineral supplement on a daily basis.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	69	

71. I have water with me at all times and drink it consistently throughout the day.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	1	0	0	0	0	3.0	33	56	

Sample Self Composite

77. I consume two or fewer alcoholic beverages in any given day.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	77	

81. I feel alert, energetic and productive at work without consuming caffeine.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	61	

89. I am comfortable leaving food behind on my plate at the end of a meal.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	60	


91. I include all food groups on a daily basis: grains, protein foods, fruits, and vegetables.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	59	


Sample Self Composite

Recovery


B. Sleep -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	4	4.5	58	59	


2. I get 6 to 8 hours of sleep per night.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	68	


13. I go to bed and get up at a consistent/scheduled time each day (within 30 minutes).

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	66	

25. I find it easy to wake up in the morning.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	62	

42. My sleep is deep and restful.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	59	

Sample Self Composite

Recovery

C. Recovery (Emotional, Mental, Spiritual) -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	14	4.4	56	60	

11. I have close and sustaining friendships.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	76	

12. I take regular breaks during the workday.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	47	

24. I use humor to break tension and make others comfortable.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	67	

39. I am able to truly leave work behind at the end of the day.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	1	0	0	0	0	3.0	33	54	

40. I am diligent about seeking periodic rest, recovery and renewal in times of great stress.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	1	0	0	0	0	3.0	33	48	

54. I use exercise as a way to decompress.


Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	59	

63. I have routines for disconnecting from cell phone and e-mail at home.


Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	1	0	0	0	0	3.0	33	60	

Sample Self Composite


64. I exercise during the workday.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	1	0	0	0	0	3.0	33	45	


70. I have fun at work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	71	


75. I spend time alone in reflection, meditation or prayer.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	54	


76. I take regular vacations throughout the year.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	64	


79. I feel fully engaged at work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	75	

84. I regularly get pleasure and satisfaction from life outside work.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	80	

99. I am effective in my work role.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	0	1	0	6.0	83	78	

Sample Self Composite

Recovery

D. Energy Management -- Overall Dimension

Perspective	Actual	Avg	%	Norm	% of Maximum
Self	5	4.0	50	56	

92. I have the energy to exercise regularly.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	58	

93. I set aside time every day to link my activities to my personal or professional mission.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	1	0	0	0	0	3.0	33	42	

95. I listen attentively when others speak to me.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	0	1	0	0	5.0	67	71	

96. I avoid wasting energy by becoming upset about things over which I have little or no control.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	60	

98. I am selective about where my energy is invested to maximize my performance and my relationships.

Perspective	Actual	# of Responses							Avg	%	Norm	% of Maximum
		1	2	3	4	5	6	7				
Self	1	0	0	0	1	0	0	0	4.0	50	61	

Respondent Comments — Self

1. **What activities do you find help you to relax and regenerate your energy?**
2. **If you could change just one thing about yourself in your work environment, what would that be?**
3. **What do you see as the biggest personal obstacle to having more energy and being fully engaged at work?**

IV. FEEDBACK ANALYSIS

Gap Exercise

The gaps in your self scores vs. how others see you indicate that you:

Significantly *overestimate* (all gaps of 10 or more points) the degree to which you are perceived as:

Significantly *underestimate* (all gaps of 10 or more points) the degree to which you are perceived as:

Sample Self Composite

Identifying Barriers

The following table presents examples of barriers associated with different dimensions and factors. Review them, using your individual scores, to determine the barriers that would create your most desired behavioral changes. If you can think of others that are not on this list, by all means use them! Circle the barriers you select.

Physical	Barrier	Targeted Muscle
Exercise	Fatigue	Sleep/Rest
	Inadequate Fitness	Aerobic Capacity
	Insufficient Strength	Muscular Strength
Nutrition	Infrequent Meals	Stable Blood Sugar Level
Sleep	Poor Sleep	Amount/Quality of Sleep
Emotional	Barrier	Targeted Muscle
Interpersonal	Impatience	Patience
	Lack of Empathy	Empathy
	Lack of Warmth	Kindness
	Moodiness	Calmness/Even Tempered
	Overly Critical	Accepting of Others
Managing Adversity	Low Stress Tolerance	Resilience
Self-Esteem/Confidence	Insecurity	Confidence
	Passivity	Assertiveness
Solution-Based Optimism	Negativity/Pessimism	Solution-Based Optimism
Mental	Barrier	Targeted Muscle
Creativity/Curiosity	Narrow-Mindedness	Openness
	Poor Sense of Humor	Good Sense of Humor/Playfulness
	Rigidity	Flexibility
Focus/Concentration	Distractedness	Focus
Logical/Solution-Based Thinking	Irrational Thinking	Logical Thinking
Mental Preparation	Problem-Focused	Solution-Focused
Reflective/Self-Awareness	Defensiveness	Openness
	Lack of Introspection	Self-Reflection
Time Management	Lack of Clear Agenda	Prioritization
	Multitasking	Single-Focused
	Rushed, Overwhelmed	Calmness
Spiritual	Barrier	Targeted Muscle
Commitment/Passion	Apathy	Commitment
	Easily Frustrated	Perseverance
	Lack of Passion	Passion
Principle-Centered/Ethical	Dishonest	Honest
	Expedient	Values-Driven
	Fearful	Courageous
Vision/Purpose	Externally Motivated	Self-Motivated
	Lack of Purpose	Clear Purpose

