

FEBI Background, Validation and Research

FEBI Overview

FEBI® is the only validated personality assessment and coaching tool that measures four fundamental energy patterns linking mind, body and behaviors. These patterns connect four ways the nervous system functions with four factors of personality and four essential modes of leadership. No other assessment is as descriptive and prescriptive in helping people reclaim the energy they need.

Contents of the FEBI Report:

- Overall Energy Profile, including the order and strength of each energy pattern on a normed scale.
- Energy Style, including primary and backup styles which contribute to agility.
- Relative use of the energy patterns in everyday Work Behaviors.
- Energy Risk Area(s), and how those might show up in life, work, and leadership.
- A comprehensive set of development recommendations to strengthen a weak pattern.

The FEBI is also an excellent teambuilding tool, as it shows what behaviors a team will migrate toward, what it may overlook, and ways it can be more balanced or focused in its approach. The FEBI is in increasing use among executive coaches all over the world, and in leadership programs, including at Columbia Business School, Dell, Novartis, Royal Caribbean, Prudential, Precor, Merck, and NASA.

FEBI Report Basics

Overall Energy Profile: The Overall Energy Profile (page 5) shows each pattern score scaled to a mean of 100, and have been normed using a large (n>4000) database of adults from a wide variety of professions and countries, with men and women roughly equally represented. 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).

Home Pattern and statistical significance: A statistically significant difference between patterns is considered to be half a standard deviation or at least 8 points. Pattern order of statistically significant preferences is generally stable over time, though absolute values can vary. If the strongest two patterns scored within 1 point of each other, that is considered a tie and no Home pattern is identified in the FEBI report. For differences greater than 1 point, a likely Home pattern is identified, however, for differences less than 8 points, the second pattern may be the Home pattern, and is a good area to probe in coaching.

Styles: Most people will rate their strongest two patterns in the moderate range or higher, and will combine their strongest two patterns into a primary style they use most of the time. Primary and Backup Styles identify any style combinations of people’s Home pattern with their 2nd, 3rd or 4th patterns that they rated as moderate or higher. If people rate their use of a pattern as low or very low, those patterns are not listed as part of a readily accessible style. For people whose 2nd pattern (or even strongest pattern) is in the low or very low range, no styles will be listed, however their styles in practice can be discerned from dominant patterns in the top half of their Work Behaviors Page.

Work Behaviors: This is an independent part of the report – unrelated to overall profile – where people had to make forced choices among behaviors they are most drawn to do or enjoy doing. This table arranges the Work Behaviors in order of high scores (5’s) to low scores (1’s).

Risk Areas: The weakest of the 4 patterns and any pattern rated in the low or very low range will show up as a potential risk area. Possible symptoms of underusing these weaker patterns are listed and, if people recognize those symptoms and want to address them, development suggestions follow, which include work behaviors, as well as physical and sensory ways to stimulate the desired pattern.

FEBI Factor Analysis and Reliability

The FEBI has been fully validated in factor analysis on a statistically significant sample (n=4328) of adults from around the world, with most from the U.S. and Europe. The cumulative variance for the four factors is high (nearly 30%) and the internal reliability (α) for each factor is extremely high (anything $>.7$ is considered good), as shown in Table 1.

Table 1. Factor Analysis and Internal Reliability

Component	% of Variance	Cumulative %	Internal reliability (α)
1 (Collaborator)	8.1	8.1	.89
2 (Organizer)	7.2	15.2	.89
3 (Driver)	7.0	22.2	.90
4 (Visionary)	7.0	29.2	.88

The 4 patterns of the FEBI emerge as 4 clear factors in factor analysis, with moderate inter-correlation between Collaborator and Visionary, low correlation between Driver and Organizer and no correlation between Driver/Organizer and Collaborator/Visionary, as shown in Table 2.

Table 2. Correlations between Components

	Driver	Organizer	Collaborator	Visionary
Driver	1	.34	.19	.12
Organizer	.34	1	.05	.01
Collaborator	.19	.01	1	.54
Visionary	.12	.05	.54	1

FEBI Correlates with 5-Factor Personality Models

The FEBI correlates as expected with the NEO, a “gold standard” clinical instrument based on the 5-factor personality model. Factor analysis of NEO shows 4 factors (E-Extraversion, O-Openness, A-Agreeableness, and C-Conscientiousness) more clearly than 5th (N-Negative Emotions). Factor analysis of FEBI showed that its 4 factors correlated with the 4 clearest factors of the NEO, and even more clearly at the subscale level, as summarized in Table 3.

Table 3. FEBI Correlations to NEO (5-Factor Model) (n=205)

	Driver	Organizer	Collaborator	Visionary
NEO Factor	(not) Agreeable -.52	Conscientiousness .67	Extraversion .72	Openness .57
NEO subscales with moderate to high correlation p>.01	<ul style="list-style-type: none"> • Activity • Achievement Striving • Assertiveness • Angry • Not altruistic • Not compliant 	<ul style="list-style-type: none"> • Competence • Order • Dutifulness • Self-Discipline • Deliberation 	<ul style="list-style-type: none"> • Excitement Seeking • Warmth • Gregarious • Positive Emotions • Trust 	<ul style="list-style-type: none"> • Fantasy • Aesthetics • Openness to Ideas • Positive Emotions

FEBI Correlates with Strengths and Development Needs in 360 Data

In a study comparing FEBI results with data from multi-rater feedback (i.e., 360 data, n=105), connections were found between self-rated strong and weak patterns on FEBI and strengths and development needs seen by others.

Table 4. Comparison of FEBI results to Multi-Rater Feedback Data

360 to FEBI Comparison Measure	% of cases	Conclusions
Strengths seen by others related to strongest (i.e., Home) pattern:	42 %	In nearly half the cases, Home patterns are evident in the strengths seen by others

360 to FEBI Comparison Measure	% of cases	Conclusions
Strengths seen by others related to primary style:	69 %	Primary style is better predictor of strengths than is Home pattern alone
Development Needs seen by others related to underuse of 4th (weakest) pattern:	77 %	FEBI-identified risk area relates to the development needs seen by others in about 3 out of 4 cases
Development Needs seen by others related to overuse of 1st (Home) pattern	31 %	Weakest pattern is better predictor of development needs seen by others than is Home pattern
Development Needs seen by others related to 3rd and/or 4th pattern	96 %	Development needs seen by others relate to underuse of the bottom 2 patterns in almost all cases

FEBI and multi-rater feedback comparisons show performance weaknesses relate to underuse of people’s 4th pattern most of the time (77%) and people’s 3rd or 4th pattern almost always (96%). Frequent comments from multi-rater feedback data as related to the FEBI patterns are summarized in Table 5.

Table 5. Typical Multi-rater Feedback Comments Related to the FEBI Patterns

Lack of...	ambition, confidence, focus, ability to challenge	discipline, orderliness, attention to detail, follow through	fun, joy, ability to influence, inspire, work with others	long term, big picture thinking, ability to see possibilities, let go
Relates to underuse of	Driver	Organizer	Collaborator	Visionary

FEBI Connects to Other Instruments As Far As They Go – And Goes Further

Connections between FEBI and other instruments are easy to make because FEBI measures four the dominant factors of personality that, to greater or lesser extents, other instruments also seek to measure. But unlike other instruments, FEBI goes beyond a cognitive-behavioral view of personality to also include the body, where shifts can happen. As such, it goes beyond self-awareness to enhance self-regulation, empathy and agility, all essential for living, working and leading today. Table 6 compares FEBI with three popular instruments: the Hogan Suite, MBTI and DISC.

Table 6. Similarities and Differences Between FEBI and Other Popular Instruments

	FEBI	Hogan Suite	MBTI	DISC
Measures	4 orthogonal factors	Based on 5-factor model	4 inter-related scales; factored at subscale level in MBTI Type 2	High and low on 2 orthogonal factors

	FEBI	Hogan Suite	MBTI	DISC
View of personality	Energetic patterns of the nervous system; mind, body, behaviors connected. Personality characterized as preferences among 4 patterns with access to all at will.	Cognitive-behavioral; personality characterized as having a “bright side,” certain motives and values and a “dark side” or risk areas.	Cognitive-behavioral; personality characterized as being of this or that type. As people mature, they can act out of their shadow (i.e., opposite) side.	Cognitive-behavioral; people have a natural profile and an adaptive profile where they may go under pressure.
Connections to FEBI Patterns	Driver	<i>Personality Index:</i> Ambition <i>Risk areas:</i> Volatile, Mischievous, Arrogant	E vs I: Task Extroversion -> Driver	D
	Organizer	<i>Personality Index:</i> Prudence <i>Risk areas:</i> Overly Cautious, Perfectionist, Pleaser, Passive Resistant	J vs P: Judging -> Organizer	S and C have traits in common with Organizer, but do not capture its stepwise thinking
	Collaborator	<i>Personality Index:</i> Sociability, Interpersonal Sensitivity <i>Risk areas:</i> Melodramatic, Mischievous, Volatile	E vs I: Socially Extroverted -> Collaborator	I is closest to Collaborator
	Visionary	<i>Personality Index:</i> Inquisitive, Learning Approach <i>Risk areas:</i> Eccentric, Aloof, Passive Resistant	S vs N and J vs P NP -> Visionary	No good measure of Visionary
Builds	Self-awareness, self-regulation, empathy, agility	Self-awareness	Self-awareness	Self-awareness
Development Suggestions	practices that include physical, sensory, mindset and behavioral elements	Mindset and behavioral suggestions for risk areas	Not a focus, type is regarded as fairly fixed	Behavioral suggestions
Other	Inter-relates energy at all levels from inner state to individual behaviors to relationships, team climate, organization and social cultures	Hard to fake, can be used in hiring decisions		

FEBI Pattern Descriptors Found in Movement Study

A movement study (Attan et al., 2016) was done involving undergraduates (n=57) at the University of Maryland to test the relationship between physical movement and FEBI patterns as expressed by cognition, emotion and behavior. In a lab setting, participants were asked to replicate a series of physical movement sequences designed to put them into each FEBI pattern, and then write down 5 words to describe their state. After all four movement sequences, they were also asked to rank their comfort level among the sequences and complete the FEBI assessment. Results showed that virtually all (96%) of the participants reported a change in state based on movement alone and, on average, 4 of the 5 words they used to describe their states agreed with the FEBI model. Most often, when they used an inappropriate pattern descriptor, it was a negative comment corresponding to a pattern they felt less comfortable in. Moreover, peoples' comfort level in the movement sequences generally matched their pattern preferences on FEBI when those preferences were clear. A summary of the most frequent responses in the study are given in Table 7.

Table 7. Most Common Descriptors for Each Movement Sequence

Movement Sequence	Driver	Organizer	Collaborator	Visionary
Words used to describe this sequence	Aggressive Intense Angry Focused Power/Powerful	Calm/Calming Relax/Relaxing Dance/Dancing Balanced Peaceful Order/Orderly	Loose Relaxed/Relaxing Silly/Fun/Funny Free Dance/Dancing Energetic/Energizing	Relaxed/Relaxing Calm Free Meditate/Meditation Flow/Flowing Unplanned/Unforced

FEBI Coaching Improves Team Effectiveness

Another study (Attan, 2012) found even a single session of FEBI coaching of individual team members resulted in a statistically significant positive change in overall team effectiveness ($p = .002$, $n = 93$). Team effectiveness was defined as consisting of team performance, team member satisfaction and trust in team. As a result of FEBI coaching, team member satisfaction showed the highest degree of change.

References and Additional FEBI Resources:

Attan, A. (2012) *Virtual Team Effectiveness: A Quasi-Experiment Exploring Personality-Based Coaching on Team Performance, Team Member Satisfaction and Trust*. Dissertation submitted for Ph.D., Capella University, Minnesota.

Attan, A. G. Whitelaw and E. Ferguson (2016) *Exploring a Framework for Change Agility that Connects Physical Movement and Psychological State*, Submitted for publication.

Books:

The Zen Leader: 10 Ways to go From Barely Managing to Leading Fearlessly
by Ginny Whitelaw (Career Press, 2012)

Move to Greatness: Focusing the Four Essential Energies of a Whole and Balanced Leader
by Ginny Whitelaw and Betsy Wetzig (Nicholas Brealey International, 2008)

The ABCs of Energy-Based Leadership by Ginny Whitelaw and Anthony Attan (Focus Leadership, 2013)

Websites:

www.febiassessment.com

www.focusleadership.com

Blog:

blog.focusleadership.com/febi-learning-lounge