

# Leading With Energy Integrity

Prepared by:  
Dana Theus  
InPower™ Consulting LLC



**LORMAN**®

Published on [www.lorman.com](http://www.lorman.com) - June 2018

Leading With Energy Integrity, ©2018 Lorman Education Services. All Rights Reserved.

## INTRODUCING

Lorman's New Approach to Continuing Education

# ALL-ACCESS PASS

The All-Access Pass grants you **UNLIMITED** access to Lorman's ever-growing library of training resources:

- ☑ Unlimited Live Webinars - 120 live webinars added every month
- ☑ Unlimited OnDemand and MP3 Downloads - Over 1,500 courses available
- ☑ Videos - More than 1300 available
- ☑ Slide Decks - More than 2300 available
- ☑ White Papers
- ☑ Reports
- ☑ Articles
- ☑ ... and much more!

Join the thousands of other pass-holders that have already trusted us for their professional development by choosing the All-Access Pass.



**Get Your All-Access Pass Today!**

# SAVE 20%

Learn more: [www.lorman.com/pass/?s=special20](http://www.lorman.com/pass/?s=special20)

Use Discount Code Q7014393 and Priority Code 18536 to receive the 20% AAP discount.

\*Discount cannot be combined with any other discounts.

# Leading With Energy Integrity

## Staying Focused & Building Trust

Integrity is often spoken of as a characteristic, but it is really a *skill* that you can develop. When you are skilled with integrity you have the ability to make commitments of your time, energy and intention in ways that help you build trust with others while staying focused on your priorities and engaging in self-care.

*To act in integrity – to do what you say you will do – you must make commitments based on a conscious choice of where you WILL commit your limited supply of time and energy.*

There are more demands on your time and energy than you can possibly meet. Too often you find yourself overcommitted and choose to deplete your personal energy in order to live up to what you committed yourself to. Other times you break integrity with others just to keep from starving yourself of personal energy completely. Before long you're not centered in your own personal power because you're stressed, tired, unfocused and guilty of letting others down. Sometimes InPower Intentions are enough to help you prioritize and be productive, but while Intentions help you focus on what's important to you, they don't always provide the tools you need to maintain your energy while building integrity and trust with others.

*Integrity builds trust when you say you will do something, and then do what you say you will do. Integrity also builds trust when you say you won't do something and explain what your choice protects. Saying NO is sometimes even more important than saying YES.*

To build trust by acting in integrity, it's important that you make an assertive choice to do something or not – and then be clear with everyone what you are focusing on and why you believe it's important. In most cases they don't have to agree with you about why you believe it's important. It's enough that they know you're making a choice consciously.

When you are conscious and clear about your choices, others observe you acting in integrity. This is how they come to respect your integrity even when they don't agree with some of the choices you make. This also means you begin to observe and respect your own integrity more too.

### How to use this Practice

This practice will help you manage your energy responsibly while you create the basis for trusting relationships. There are two parts to the exercise.

#### 1. Manage your Energy in Addition to your Time

Use the [Energy Calendar](#) exercise to begin to notice how your energy budget differs from your time budget. Begin to plan your time commitments based on how much energy each commitment takes.

#### 2. Choose Your Commitments Consciously

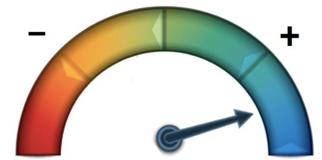
When you need to make a new commitment, use the [Energy Integrity Formula](#) approach to decide whether to commit yourself and – if so – how to make the commitment in a way that you're most likely to be able to deliver on while maintaining your own energy levels.

# Your Energy Meter

To begin to make choices on how to allocate your energy budget realistically – so you can be confident that you can follow through on your YES commitments – you have to be familiar and comfortable with noticing what takes energy from you and what gives you energy in return. Use this little 4-color energy meter to become familiar with this concept. We use the concept of “energy” to mean a combination of physical, mental and emotional capacity. At any point in time you can take a “meter reading” on your energy to see how what you’re doing, thinking or feeling is affecting your overall energy level.

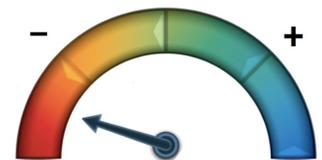
## PLUS (+) Blue & Green

When your energy is on the positive side you’re **calm, excited, joyful, peaceful** and **future-oriented**. You have the capacity to **encourage others**. You have a **positive attitude**. You **feel lighter, energetic & happier**. You make better decisions. **Smiling is easier**.



## MINUS (-) Red & Yellow

When your energy is on the negative side you’re **tense, stressed** and **worried, guilty, sad or afraid**. You tend to feel like **hoarding your compassion for others** instead of giving it freely. You have a more **negative attitude**. You feel **heavier, tired** and more **unsatisfied**.



Your imagination can affect your body, mind and emotions so use it intentionally to help you meter your energy. One of the easiest ways to get to know your energy meter is to take comparative readings on how different situations affect it. Everyone can have a different energy reaction to the same activity at different times in different circumstances. Take a reading on these events, and add a few more that you know move your meter.

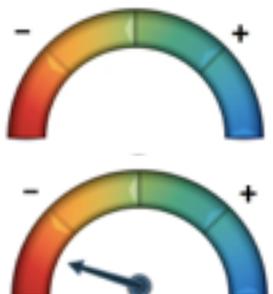
*For each of the activities below draw the arrow to the part of the energy meter that corresponds to your reading when you imagine doing the activity. Start slow. Close your eyes and take 30-60 seconds to imagine you’re doing that the activity. Notice how your emotions and even your physical body changes. Use the +/- descriptions above to place your arrow.*

Coffee with a friend 

Traveling to see family 



A presentation at work 

Meeting with your boss 

## Playing With Your Energy Meter

Learn to play with your energy meter using some of the following games. What patterns do you notice? For each of the following activities, notice how focusing on each item moves your energy meter. You may have to focus on each one individually for a moment to feel the meter move. Over time this will become more automatic – which is what you want to happen!

- Scan your email subject lines – which make your meter go up? What about down?
- Scan your ToDo list and categorize items by Red/Yellow/Green/Blue
- Scan your contact list focusing on each person’s name
- Make a playlist looking for “blue/green” songs to take an energetic walk to
- Organize files or items by sorting them by Red/Yellow/Green/Blue

## Your Energy Calendar

Now that you’ve gotten to know your energy meter, look at your calendar over the next week and color-code your activities by imagining that you’re doing them and see where your energy meter goes. You can do this on your calendar itself or on a second “energy calendar” which helps you see the “energy cost” in addition to the “time cost.” Here are some factors to consider:

1. **Put *everything* on your calendar**, including things like getting the day going, “me” time at night (including TV!), housework, fun personal things that normally wouldn’t go on your schedule, your commute, housework, errands etc.
2. **Include “prep” and “unwind” time before/after particularly energy-consuming events.** For example, let’s say you have a presentation from 10-11 but you plan to take time from 9:30-10 to prepare and 11:00-11:30 to get a cup of coffee afterwards and debrief. Make sure you include these events on your calendar.
3. **Use all four color gradations so you can see patterns.**
4. **Consider who you will be interacting with during each activity.**

GMT-05	Mon 2/9	Tue 2/10	Wed 2/11	Thu 2/12	Fri 2/13	Sat 2/14	Sun 2/15
7am	6:30 – 7:30 Morning Bustle	6:30 – 7:30 Morning Bustle	6:30 – 7:30 Morning Bustle	6:30 – 7:30 Morning Bustle	6:30 – 7:30 Morning Bustle		
8am	7:30 – 8:30 COMMUTE	7:30 – 8:30 COMMUTE	7:30 – 8:30 COMMUTE	7:30 – 9 Drive to Airport-Checkin	7:30 – 8:30 COMMUTE		
9am	9 – 10 Staff Meeting		9 – 10:30 Meet with Team - Trip Prep	9 – 7p Day Trip - NY Client Meeting	9 – 10 Debrief Team		
10am		10 – 12p Presentation				10 – 1p Baseball Game	
11am					11 – 5:30p Client followup		10:30 – 12:30p Brunch with Mom
12pm	12p – 1p Lunch with Mark		12p – 1p Lunch with Evelyn				
1pm	1:30p – 3:30p Work on Presentation	1p – 2p Mentor session with John					1p – 3:30p Laundry etc.
2pm			2p – 7p Client Research/Prep			2p – 5p Errands - pick up glasses	
3pm		3p – 6p Client Research-Trip Prep					
4pm	4p – 5p Doctor Visit with Kid						4p – 6p Me Time
5pm							
6pm							
7pm	6:30p – 8:30p Evening Bustle	6:30p – 8:30p Baseball Game	6:30p – 8:30p Evening Bustle	6:30p – 8:30p Evening Bustle	6:30p – 8:30p Evening Bustle	6p – 9p Cindy's Birthday Party	
8pm							
9pm	9p – 10p Check email-orga	8:30p – 9:30p Evening Bustle	9p – 10p Check email-organize	9p – 10p Check email-organize	8:30p – Check email-organize		
10pm	9:30p – 11p ME time	9:30p – 10:30p Check email-organize	10p – 11p ME time	10p – 11p ME time	9p – 11:30p Movie with Josh		
11pm		10:30p – ME time					

## Get Creative – Find more Blue and Green

The importance of noticing how various things in your life affect your energy meter is not just to depress you about what little energy you might have, but to give you a way of noticing what takes your energy and what gives you energy. Now that you have this information, you can make better choices about what you spend your precious energy doing!

*The more you do to build your Blue/Green energy,  
the more positive, productive and satisfied your life will be.*

The biggest bang for your buck will come from finding patterns. What reliably brings you up or sends you down? Here are factors that generally affect most of us. How do they affect you? What other patterns matter to you?

- |                    |                           |                          |
|--------------------|---------------------------|--------------------------|
| • Time of day/year | • Attitude/type of people | • Definitions of success |
| • Number of people | • Temperature             | • Freedom of choice      |
| • Time alone       | • Quality of time         | • _____                  |
| • Amount of space  | • Location                | • _____                  |
| • Movement         |                           |                          |

Here are some simple strategies for balancing out your energy meter. What additional ideas can you come up with for yourself?

- Intersperse “blue” events into “red” days on your energy calendar
- Follow your GPS and listen to music on your commute
- Shift your schedule in summer to get more playtime in the sun
- Limit time spent with stressful people
- Turn the heat up in your home in the winter
- Turn a timer on to remind you to stop a “red” activity after a certain amount of time
- Clean all “red” and “yellow” items off your desk and out of your bedroom
- Schedule thinking and planning time into your calendar and view it as essential to your productivity
- Choose your own definition of success consciously for each activity
- Plan for time to walk places instead of drive
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## Energy Integrity Formula

Now that you're getting comfortable evaluating the energy "contribution" of activities and people in your life, start to be more intentional about your future commitments so that you can maintain your energy levels in the blue/green zone as much as possible. To understand how to make commitments in "Energy Integrity" you have to understand the following:

**Time frames matter and are flexible.** Not every hour, day or week is equal. Sometimes we focus our energy for a day to get that report in before we leave the office. Other times we're more focused on a big weekend activity and focus on having everything in place before Saturday afternoon when the festivities begin. Use this flexibility to your advantage by setting your intention<sup>1</sup> for a period of time and then look at how your energy will be allocated within that time frame. It's easy to start in a day's time and then expand to a week once you're used to managing your energy within a predetermined time frame.

**People move your energy meter.** Even though sometimes you hate to admit it, some people cause you more stress than others. Especially if people you are close to "cost" you energy, it's better to recognize their effect on your energy than to ignore it, because at least if you recognize it then you can take action to limit their energy-effect on you. Though it's beyond the scope of this practice to help you manage stressful relationships, once you begin to notice them you can take immediate action to manage your exposure to them.

**Time and energy work together.** When your energy meter is positive (i.e., green or blue), you have the sense that you move through time more effortlessly. When your energy meter is negative (i.e., yellow or red), it takes more effort to get through the hour, day or week. In this sense, you can think of a negative energy hour as "costing you more" than a positive energy hour, because while the clock's time frame is the same – an hour – a negative energy hour is depleting you faster than a positive energy hour.

### A Balanced Energy Day

Because not all time has an equal energy cost, it takes more positive energy time to help you stay balanced in an energy sense. This example is of an almost balanced energy day, offsetting 6 hours of negative energy with 9 hours of positive energy.



If this is your day, your goal is to handle schedule changes in ways that maintain a similar energy balance. This may mean telling others that you have to put off certain commitments until you have the energy budget to handle them in integrity.

<sup>1</sup> Use Daily Intentions (another InPower Coaching Webinar) to become familiar with how InPower intentions work.

**If you spend about 60% of your clock time in the Blue/Green energy zone, your energy integrity can be balanced.** Negative energy time costs you more than positive energy time while positive energy time can actually give you energy back. Therefore achieving energy balance is not about 50/50 time split. When you maintain a time schedule that is more than 50% positive energy, you are balancing the cost of negative energy and making it easier to stay energetically balanced. While not scientific, a good rule of thumb is to offset every negative energy hour with 1.5 - 2 positive energy hours to maintain a sense of balance. Ideally, your time schedule will be split 60-70% green/blue and 30-40% yellow/red. *This means that "on average" each hour of "clock time" equates to about 1.5 hours of "energy time."*

**Reallocate your energy consciously and often.** Too often you end up in a negative energy state because you didn't leave room for the unexpected event, request or need, or you left room for it and then didn't reallocate your energy to adjust when it actually occurred. These surprises that life throws your way come in the form of extra demands on your time and energy, and welcome reliefs when things you thought you had to do become no longer necessary.

When you're not managing your energy consciously, you just add on the extra demands and fritter away the welcome reliefs to run around after the extra demands. You feel like you're running around in circles, chasing after what life (and other people) throw at you. This is exhausting. The best strategy to manage this is to choose a time frame within which to manage your energy in integrity and then consciously monitor your energy within that time frame, reallocating your energy commitments regularly and transparently as you go. The Energy Integrity Formula will help you do this.

### Manage Decision Fatigue

Recent research has shown that decisions – balancing tradeoffs and evaluating options – takes physical energy and this means that your mental/decision energy is limited just like your physical energy is limited within a certain time frame. Also, you can replenish your mental/decision energy by taking physical breaks.

You make many decisions in a day: whether to take the stairs or the elevator, whether to sign off on a budget request, whether to include those 5 slides or remove them from the presentation, whether to ask the kids' teacher for a meeting, and which route to drive home.

When you recognize that all these decisions are depleting your energy budget you can better manage your energy. For example:

- > Make important decisions early in the day.
- > Intersperse short breaks in between decision-making
- > Maintain decision energy by ensuring blood sugar stability
- > Automate as many decisions as possible (let GPS plot your commute!)

## What is Energy Integrity?

Staying in Energy Integrity helps you do what you say you'll do once you make a commitment without depleting your overall energy budget.

Here's the essence of making commitments in "Energy Integrity":

- Saying YES means you will do it.
- Saying NO means you will not commit so that you can protect the YES commitments you've already made, or leave room for YES commitments you expect to make.
- You choose your YES and NO agreements based on a desire to keep your energy in the "green/blue" zone.
- You communicate your reasons transparently to those who need to understand.

That's it! Easier said than done sometimes. So to help you make the YES/NO decisions and commitments, we've created this little formula to help you think through whether you want to make a YES commitment and how to communicate your decision in ways that build trust with others.

When faced with a decision on whether to commit to something, do this quick calculation to understand it's "energy cost" to you.

## Calculating "Energy Cost"

**How many "clock hours" will this take in my schedule? \_\_\_\_\_**

*This is the actual time in the day. An activity from 8-9:00am would take 1 "clock hour."*

**If I said YES to this thing, what color would I give it on my energy meter?**



**How many "energy hours" will this cost me? \_\_\_\_\_**

Calculation of "clock hours" to "energy hours":

Blue = 1 x .5 | Green = 1 x 1 | Yellow = 1 x 1.5 | Red = 1 x 2

Example:

A meeting to plan a presentation to the Board scheduled from 10-11:30am Wednesday

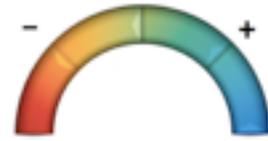
How many "clock hours" vs. "energy hours" will this take?

Clock Hours	Energy hours
1 hour preparation for the meeting/GREEN	1
1.5 hours in the meeting/YELLOW	2.25
<u>.5 hours</u> to debrief & plan next steps/BLUE	<u>.25</u>
3 "clock hours"	3.5 "energy hours"

# Energy Integrity Worksheet

This worksheet will help you get used to calculating the energy cost of your commitments. It's not realistic to do this every day for every commitment, but if you do this a few times for various timeframes, you'll begin to be able to weigh the energy cost of your commitments and make decisions based on both time and energy.

## Calculating Energy Hours



"Clock Hours" to "Energy Hours"

- Blue = 1 x .5
- Green = 1 x 1
- Yellow = 1 x 1.5
- Red = 1 x 2

Examples:

- 2 Blue Clock Hrs = 1 Energy Hr
- 2 Green Clock Hrs = 2 Energy Hrs
- 2 Yellow Clock Hrs = 3 Energy Hrs
- 2 Red Clock Hrs = 4 Energy Hrs

### STEP 1: WHAT IS YOUR TOTAL BUDGET?

\_\_\_\_\_ (a) "Clock Hours" X 1.5 = \_\_\_\_\_ (b) "Energy Hours"

### STEP 2: WHAT IS THE ENERGY COST OF YOUR EXISTING COMMITMENTS?

+/-	Activity	"Clock Hours"	"Energy Hours"
BL	_____	_____	_____
GR	_____	_____	_____
YE	_____	_____	_____
RE	_____	_____	_____
TOTALS		_____ (c)	_____ (d)

**Clock Hours:** (a) \_\_\_\_\_ minus (c) \_\_\_\_\_ = \_\_\_\_\_ (e) remaining

**Energy Hours:** (b) \_\_\_\_\_ minus (d) \_\_\_\_\_ = \_\_\_\_\_ (f) remaining

### STEP 3: COST OF NEW OPPORTUNITY

Activity: \_\_\_\_\_ = \_\_\_\_\_ (g) "Clock Hours" X [B/G/Y/R \_\_\_\_\_] = \_\_\_\_\_ (h) "Energy Hours"

**Remaining Clock Hours:** (e) \_\_\_\_\_ minus (g) \_\_\_\_\_ = \_\_\_\_\_ remaining

**Remaining Energy Hours:** (f) \_\_\_\_\_ minus (h) \_\_\_\_\_ = \_\_\_\_\_ remaining

### STEP 4: DECISIONS

**Do you have room in your budgets to make this commitment?** TIME: Yes/No ENERGY: Yes/No

If you don't have room in your budgets, what can you change to make room?

\_\_\_\_\_ will save me \_\_\_\_\_ time and \_\_\_\_\_ energy hours.

\_\_\_\_\_ will save me \_\_\_\_\_ time and \_\_\_\_\_ energy hours.

### STEP 4: COMMUNICATING TRANSPARENTLY

I will say YES/NO to \_\_\_\_\_ so that I can say YES to \_\_\_\_\_, which is important because \_\_\_\_\_.

# Sample Energy Integrity Worksheet

## STEP 1: WHAT IS YOUR TOTAL TIME FRAME?

8 (a) "Clock Hours" X 1.5 = 12 (b)"Energy Hours"

## STEP 2: WHAT IS THE ENERGY COST OF YOUR EXISTING COMMITMENTS?

+/-	Activity	"Clock Hours"	"Energy Hours"
BLUE	Lunch w/ Sue & Coffee w Jon	3	1.5
GREEN	Family Logistics	2.5	2.5
YELLOW	Boss meeting/Quarterly review	1	1.5
RED	Presentation & Prep	1.5	3
TOTALS		8 (c)	8.5 (d)

Clock Hours: (a) 8 minus (c) 8 = 0(e)

Energy Hours: (b) 12 minus (d) 8.5 = 3.5(f)

## STEP 3: COST OF NEW OPPORTUNITY

Activity: Give Jim proposal feedback = 2 (g) Clock Hrs X [GR] 1 = 2 Energy (h) Hrs

Remaining Clock Hours: (e) 0 minus (g) 2 = -2 clock hours remaining

Remaining Energy Hours: (f) 3.5 minus (h) 2 = 1.5 energy hours remaining

## STEP 4: DECISIONS

Do you have room in your budgets to make this commitment? TIME: No ENERGY: Yes

If you don't have room in your budgets, what can you change to make room?

Giving Jim top line thoughts only (30 min) will save me 1.5 clock hrs 1.5 energy hrs. I have energy for that and will cancel coffee with Jon to make time.

## STEP 4: COMMUNICATING TRANSPARENTLY

I will say YES to giving Jim top line feedback so that I can say YES to ensuring my focus on the presentation which is important because after my presentation the team will make a \$27,000 decision based in part on my input.

I will say NO to coffee with Jon so that I can say YES to giving Jim top line feedback which is important because the proposal could mean a new contract for the company.

# Unlock your Power to Succeed

## Claim Your High Potential Status

### Join the InPower Coaching Community

- Monthly Goal Calls to keep you on track
- Group Coaching Webinars for peer learning
- Buzzword videos to keep you up to date on key business trends
- Upskilling lessons to help you future-proof your career
- In-Depth Career Transition Videos & Workbooks
- In-Depth Leadership Lessons to help you excel
- Coach-moderated forums where Dana can support you and you can share experiences with other high-potentials

Low monthly subscription rates available.

Learn more at [InPowerCoaching.com](http://InPowerCoaching.com)

The material appearing in this website is for informational purposes only and is not legal advice. Transmission of this information is not intended to create, and receipt does not constitute, an attorney-client relationship. The information provided herein is intended only as general information which may or may not reflect the most current developments. Although these materials may be prepared by professionals, they should not be used as a substitute for professional services. If legal or other professional advice is required, the services of a professional should be sought.

The opinions or viewpoints expressed herein do not necessarily reflect those of Lorman Education Services. All materials and content were prepared by persons and/or entities other than Lorman Education Services, and said other persons and/or entities are solely responsible for their content.

Any links to other websites are not intended to be referrals or endorsements of these sites. The links provided are maintained by the respective organizations, and they are solely responsible for the content of their own sites.