



Institute for Professional Excellence in Coaching

149 Avenue at the Common, Suite 202
Shrewsbury, New Jersey 07702

KEY FACTOR REVEALED FOR DETERMINING SUCCESS IN WORK AND IN LIFE

By: Karen A. Buck, MS and Diana Galer, Ph.D., CPC, ELI-MP, ACC

New groundbreaking research reveals a single factor that determines success in work and in life. Called the E-Factor™, this conclusive indicator of success can be determined in a mere 20 minutes, using an online assessment. The assessment is derived from the Energetic Self Perception Chart™ (Bruce D Schneider, iPEC, 1999), which delineates seven levels of consciousness, or awareness of self and life, with the first two levels being catabolic (destructive, draining, de-motivating, or contracting) and the next five being anabolic (constructive, rejuvenating, self-motivating, or expanding). The Energy Leadership Index assessment quantifies the way in which an individual perceives and approaches work and life, and reacts to different circumstances and experiences. The result produces a combined numerical value of spiritual, mental, emotional, and physical energy – the E-Factor – that indicates the person's overall level of consciousness.

The Initial Study. In 2007, 104 individuals who had taken the Energy Leadership Index assessment were asked to rate themselves on 14 indicators of success. The results showed that the higher a person's E-Factor, the greater the overall level of life and work satisfaction.

The Follow-up Study. Three years after the initial findings, the study was repeated with a new sample of 412 individuals. This group also completed the satisfaction survey for 14 areas of life and work. A rigorous analysis of the data from this sample confirmed the previous finding that the higher a person's E-factor, the greater overall life satisfaction they reported ($r=0.50$, $p<0.001$). Furthermore, a person's E-factor was correlated with satisfaction in each of the fourteen areas of life and work ($r=.15$ to $.40$, all $p<.002$).

Inter-item Reliability of the Energy Leadership Assessment

Using data from 3,502 ELI participants, inter-item reliability (Cronbach's alpha) of the instrument was determined to be .70, meaning that individuals respond to questions within the instrument in reasonably consistent ways.

To illustrate these relationships, we divided the sample of participants into those whose E-Factor fell in the Catabolic range (E-Factor less than 3.0) or the Anabolic range (E-Factor of 3.0 or more). Those respondents whose E-Factor fell in the Catabolic range were unlikely to express that they were satisfied with any area of life. Fewer than half of the respondents with an E-Factor below 3.0 expressed being very or completely satisfied in 13 of the 14 areas evaluated. The sole exception was Communications Skills, where 58% of respondents with Catabolic range E-Factors expressed satisfaction (Table 1).

**Table 1: % Satisfaction for Respondents with
Predominantly CATABOLIC Energy**

| Success Indicator | % of Respondents Very or Completely Satisfied |
|------------------------|--|
| Communication Skills | 58 % |
| Energy | 34 % |
| Engagement at Work | 35 % |
| Family Relationships | 48 % |
| Financial Success | 22 % |
| Health & Wellness | 41 % |
| Intimate Relationships | 43 % |
| Leadership Ability | 42 % |
| Personal Freedom | 42 % |
| Productivity | 33 % |
| Spiritual Connection | 48 % |
| Time Management | 31 % |
| Work / Life Balance | 29 % |
| Working Relationships | 49 % |

% Very or Completely Satisfied among respondents with E-Factors below 3.0 ("Catabolic")

Working relationships (SHRM, 2008) and workplace engagement (Gallup, 2006) are two key factors significantly impacting employee retention and turnover, productivity, innovation, and the overall health of an organization.

In contrast, of the respondents with an E-Factor in the Anabolic range (more than 3.0 on the index), more than 50% reported being very or completely satisfied in 11 of 14 areas evaluated. (The exceptions were Work/Life Balance, Time Management, and Financial Success. Interestingly, these also registered the lowest satisfaction levels for those in the Catabolic Range and may reflect the current cultural and economic environment -- see Table 2).

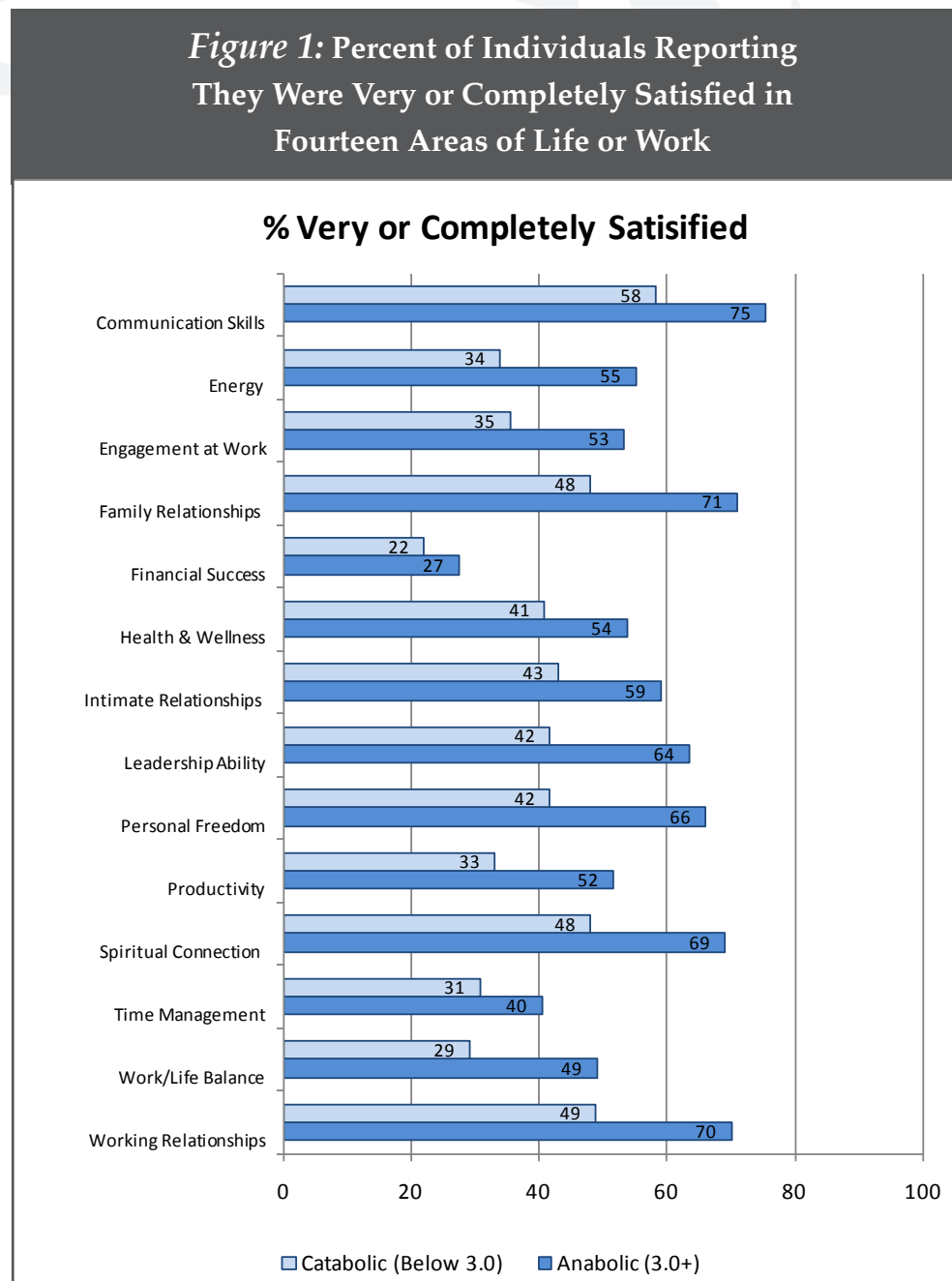
**Table 2: % Satisfaction for Respondents with
Predominantly ANABOLIC Energy**

| Success Indicator | % of Respondents Very or Completely Satisfied |
|------------------------|--|
| Communication Skills | 75 % |
| Energy | 55 % |
| Engagement at Work | 53 % |
| Family Relationships | 71 % |
| Financial Success | 27 % |
| Health & Wellness | 54 % |
| Intimate Relationships | 59 % |
| Leadership Ability | 64 % |
| Personal Freedom | 66 % |
| Productivity | 52 % |
| Spiritual Connection | 69 % |
| Time Management | 40 % |
| Work/Life Balance | 50 % |
| Working Relationships | 70 % |

% Very or Completely Satisfied among respondents with E-Factors 3.0 or higher ("Anabolic")

While only 49% of those with an E-Factor below 3.0 (“Catabolic”) reported satisfaction in the area of Working Relationships, 70% of those with an E-Factor above 3.0 (“Anabolic”) were satisfied with their Working Relationships. Similarly, Engagement at Work showed 53% satisfaction for those in the Anabolic range compared to 35% for those in the Catabolic Range.

Figure 1 shows a comparison between the responses of the Anabolic and Catabolic participants in all 14 areas.



Satisfaction levels of the two groups were compared, and individuals with a predominant Anabolic range of energy were significantly more satisfied than those in the Catabolic range. Overall, satisfaction levels were 1.25 to 1.70 times higher in those whose E-Factor was in the Anabolic range, as shown in Table 3.

**Table 3: Relative Satisfaction* between Individuals
in the Anabolic Range (E-Factor Equal to or >3.0)
as compared to the Catabolic Range (E-Factor < 3.0)**

| | Relative Difference in Satisfaction* |
|------------------------|---|
| Communication Skills | 1.29 |
| Energy | 1.63 |
| Engagement at Work | 1.51 |
| Family Relationships | 1.48 |
| Financial Success | 1.25 |
| Health & Wellness | 1.31 |
| Intimate Relationships | 1.37 |
| Leadership Ability | 1.52 |
| Personal Freedom | 1.58 |
| Productivity | 1.56 |
| Spiritual Connection | 1.43 |
| Time Management | 1.32 |
| Work / Life Balance | 1.70 |
| Working Relationships | 1.44 |

* % satisfied for Anabolic range/% satisfied for Catabolic range.

The sample was further stratified into five groups according to participant's E-Factors. The differences in satisfaction between those in the High Anabolic Range (E-Factor >4.0) and those in the High Catabolic Range (E-Factor < 2.5) were striking. The higher the Anabolic energy, the greater the satisfaction levels.

Relative to individuals with High Catabolic energy, individuals with High Anabolic E-Factor are 6.8 times as likely to be satisfied with their leadership, 4.2 times as likely to be satisfied with their productivity, and 3.4 times as likely to be satisfied with their engagement at work. They were also 20.4 times as likely to be satisfied with their level of energy, which is cited as a key factor related to an organization's bottom line (Schwartz & McCarthy, October 2007).

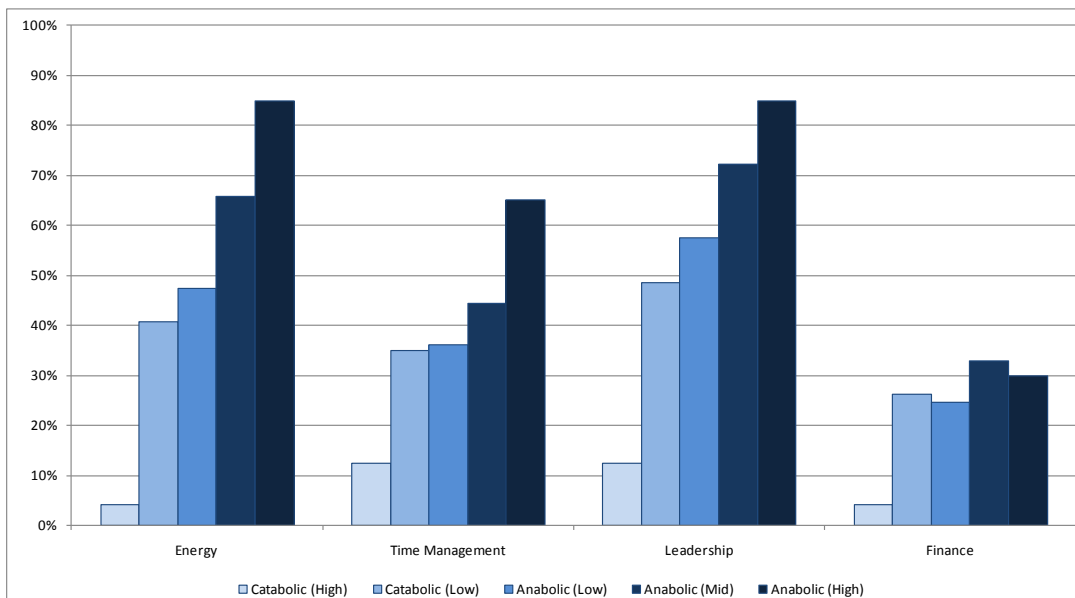
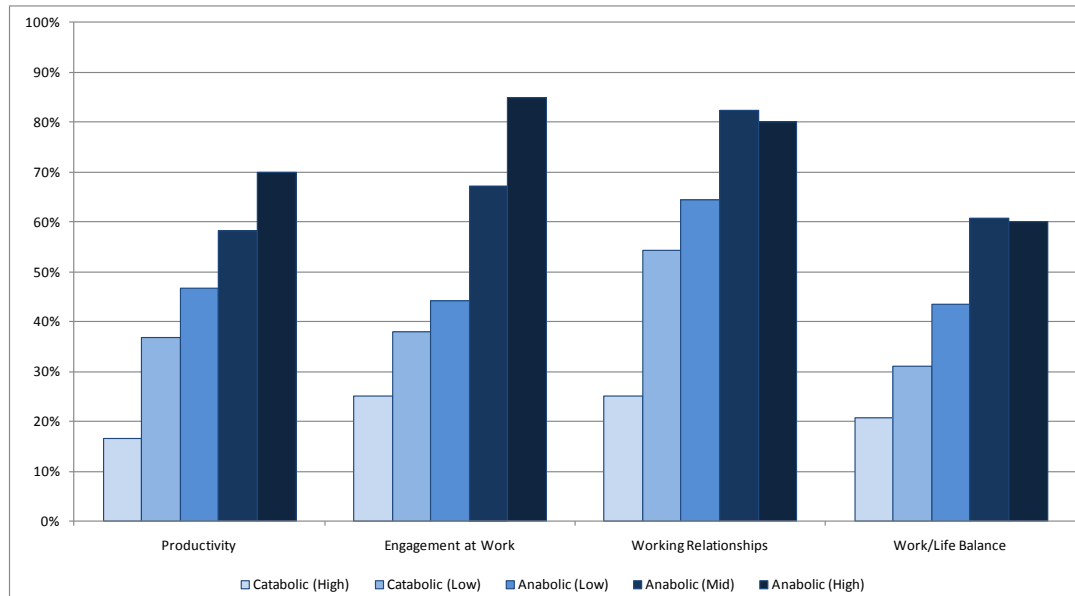
Table 4: Relative Satisfaction* between Individuals in the High Anabolic Range (E-Factor >4.0) as compared to the High Catabolic Range (E-Factor < 2.5)

| | Catabolic (High) under 2.5 | Anabolic (High) over 4.0 | Relative Difference in Satisfaction* |
|------------------------|----------------------------------|--------------------------------|--|
| Communication Skills | 38% | 85 % | 2.3 |
| Energy | 4% | 85% | 20.4 |
| Engagement at Work | 25% | 85% | 3.4 |
| Family Relationships | 50% | 95% | 1.9 |
| Financial Success | 4% | 30% | 7.5 |
| Health & Wellness | 29% | 70% | 2.4 |
| Intimate Relationships | 46% | 80% | 1.7 |
| Leadership Ability | 13% | 85% | 6.8 |
| Personal Freedom | 17% | 85% | 5.1 |
| Productivity | 17% | 70% | 4.2 |
| Spiritual Connection | 29% | 90% | 3.1 |
| Time Management | 13% | 65% | 5.2 |
| Work/Life Balance | 21% | 60% | 2.9 |
| Working Relationships | 25% | 80% | 3.2 |

% satisfied for High Anabolic range/% satisfied for High Catabolic range

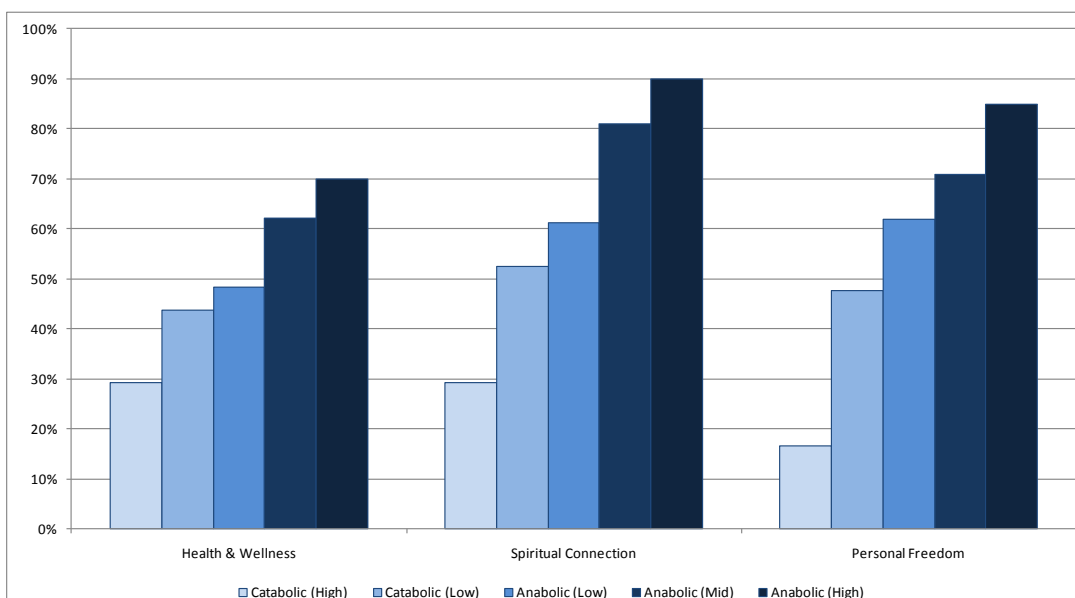
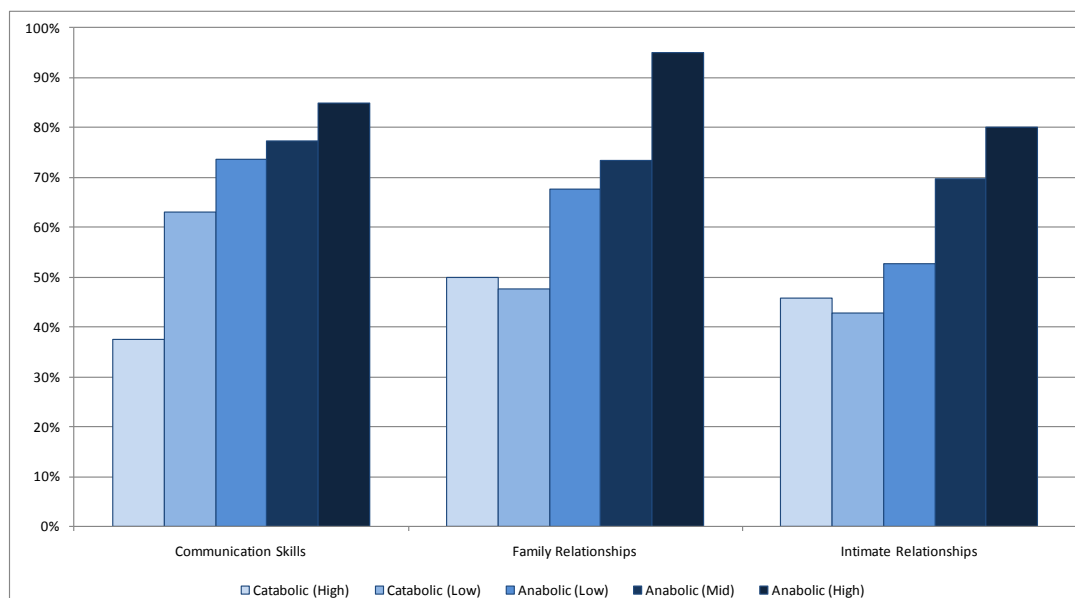
As illustrated in the Figures presented in the following section, satisfaction levels generally rise in step-wise fashion relative to E-Factor.

**Figures 2.1– 2.2: Work and Life Satisfaction
in Relation to E-Factor Level
% Reporting Being Very or Completely Satisfied**



*E-factor below 2.5 (High Catabolic), 2.5-2.99 (Low Catabolic),
3.0-3.49 (Low Anabolic) 3.5-3.99 (Moderately Anabolic), above 4.0 (High Anabolic)*

**Figures 2.3– 2.4: Work and Life Satisfaction
in Relation to E-Factor Level
% Reporting Being Very or Completely Satisfied**



*E-factor below 2.5 (High Catabolic), 2.5-2.99 (Low Catabolic),
3.0-3.49 (Low Anabolic) 3.5-3.99 (Moderately Anabolic), above 4.0 (High Anabolic)*

THE IMPACT OF CATABOLIC ENERGY IN THE WORKPLACE

Employees whose E-factor falls in the Catabolic range are likely to fall into one of two generalized profiles.

The first Catabolic profile is depicted by employees who are unlikely to feel confident and engaged in their careers. Because they are not satisfied with their abilities, they may not attempt even the simplest challenges – and will likely go to great lengths (typically, unconsciously) to avoid such challenges. They may appear to be apathetic, unproductive, disengaged, uncommitted, and dispassionate. Their energy and ability to lead others is considerably lower than those whose E-factor is in the Anabolic range.

A second Catabolic profile is seen in employees who appear confident in their career and decisions; however, that “confidence” is seen as argumentative, opinionated, defensive, or controlling. Because their experience has taught them that there is a right and wrong way to get things done, they often only truly see their own perspective – which creates conflict within their teams and departments. They often have low emotional intelligence, which leads to getting things done by force or control, as opposed to through engagement. Whether they create conflict or hold onto that conflict internally (until it ultimately shows up as disengagement, gossip, or nay saying), this catabolic profile is the most prevalent in the workforce.

These two Catabolic profiles describe the vast majority of U.S. workers who are not engaged at work. If employees with either of these profiles are in the position of manager, director, or executive within an organization, their Catabolic disposition has an even greater ripple effect on those with whom they interact and lead. Those with the second Catabolic profile exercise a high degree of control over their direct reports’ work and suppress the creativity and independence of those around them. Productivity and innovation, therefore, are mediocre, at best, and require constant management input.

The research in this paper clearly indicates that people with higher E-Factors are more satisfied with all aspects of their lives and the findings further suggest that they are able to engage in their activities and relationships with more energy and passion.

By the same token, leaders who are able to tap into anabolic energy can provide the quality supervision and leadership required to engage and empower their staff. As a result, engagement and satisfaction increase with positive impact on innovation and productivity. As opposed to Catabolic energy, which, without intervention, will feed off itself until any system is depleted, Anabolic energy creates a sustainable environment.

SUMMARY AND SOLUTION

Growing evidence suggests employee engagement has reached crisis lows. A survey performed by Right Management (2010) found that 84% of employees polled say they plan to look for new jobs in 2011, up from 60% in 2009. Only 5% now say they definitely intend to remain in their current position. Among these dissatisfied and disengaged employees, there is a great deal of stress and limited productivity. Disengagement resulting in lower productivity alone, costs the U.S. economy about \$328 billion annually (Gallup, 2006).

Lack of employee engagement continues to be a central factor in the performance and success of organizations, and, as suggested by the Gallup study, current methods of increasing engagement have either not been effective, or have only been marginally effective.

Even a small change toward energy in the Anabolic range could save thousands of jobs and create billions of dollars in profit – since Anabolic energy increases productivity, enjoyment on the job, and innovation while reducing attrition and absenteeism.

Current methods employed to attempt to increase engagement do not address the origin of an individual's engagement. Engagement stems from core energy (as measured by the E-Factor), and, in order to make effective changes to engagement (as well as productivity, life and work satisfaction, and leadership ability, etc.), core energy (the aggregate of spiritual, mental, emotional, and physical energy) must be shifted from Catabolic to Anabolic.

iPEC's Core Energy Coaching™ process is specifically designed to enable individuals to shift their energy from the Catabolic range to the Anabolic range. This shift has been documented in thousands of case studies and testimonials. Coaching using the Core Energy process addresses individualized perspectives and intrinsic values, then works on obtaining buy-in to change behaviors. To sustain changes in energy (and the perspectives, satisfaction levels, and new behaviors, accordingly), the process continues by helping individuals integrate new perspectives, purpose, and personal goals with organizational culture and goals.

References:

Gallup (October, 2006), *Engaged Employees Inspire Company Innovation*.

Right Management (2010), *Survey Finds Sharp Rise in Employee Discontent*.

Schwartz & McCarthy, Harvard Business Review (October 2007), *Managing Your Energy, Not Your Time*.

SHRM (April, 2008), *Loyalty is Built on Communication, Not Compensation*.

Research Team Members: Karen A. Buck, Ormella Cummings, Diana Galer, Adam Krim, and Traci Rosen



Institute for Professional Excellence in Coaching
149 Avenue at the Common, Suite 202
Shrewsbury, New Jersey 07702
www.iPECcoaching.com | 866.72COACH

866.72COACH
iPECcoaching.com

Headquarters:
149 Avenue at the Common, Suite 202
Shrewsbury, New Jersey 07702

