

## The Power of Full Engagement, Jim Loehr and Tony Schwartz

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We live in digital time. Our pace is rushed, rapid-fire, and relentless. Facing crushing workloads, we try to cram as much as possible into every day. We're wired up, but we are melting down. Time management is no longer a viable solution. *Managing energy, not time, is the key to enduring high performance as well as health, happiness and life balance.*

The number of hours in a day is fixed, but the quantity and quality of energy available is not. This fundamental insight has the power to revolutionize the way you live your life. The Power of Full Engagement is a highly practical, scientifically based approach to managing your energy more skillfully both on and off the job.

At the heart of the program is the Corporate Athlete Training System, which is grounded in 25 years of work with some of the world's greatest athletes to help them perform more effectively under brutal competitive pressures.

I have personally felt that ALL Army officers are "professional athletes", including doctors. If we can't keep up with the soldiers we support, it doesn't matter how skilled you are as a physician, since you won't be able to care for them. This program reveals many more reasons why we should strive to be "Corporate Athletes".

At the core of their system:

Summary of the Corporate Athlete Full-Engagement Training System:

1. Objective: Perform in the storm.
  - Build the necessary capacity to sustain high performance in the face of increasing demand.
2. Central Conclusion: Energy is the fundamental currency of high performance.
  - Capacity is the function of one's ability to expend and recover energy.
  - Every thought, feeling and action has an energy consequence.
  - Energy is the most important individual and organizational resource.
3. Full Engagement: Optimal energy in the context of high performance.
  - Physically energized
  - Emotionally connected
  - Mentally focused
  - Spiritually aligned
4. Full Engagement is a consequence of the skillful management of energy in all dimensions.
5. Full Engagement Principles:
  - Managing energy, not time, is the key to high performance.
  - Full Engagement requires drawing on four separate but related dimensions of energy: physical, emotional, mental and spiritual.

- Because energy capacity diminishes with both overuse and underuse, we must learn to balance energy expenditure with intermittent energy renewal.
  - To build capacity, we must push beyond our normal limits, training in the same systematic way that elite athletes do.
  - Positive energy rituals- highly specific routines for managing energy- are the key to full engagement and sustained high performance.
6. Full Engagement requires drawing on four separate but related sources of energy: physical, emotional, mental and spiritual. The most fundamental source of energy is physical; the most significant is spiritual.
7. Four sources of energy:
- Physical capacity is defined by *quantity* of energy.
  - Emotional capacity is defined by *quality* of energy.
  - Mental capacity is defined by *focus* of energy.
  - Spiritual capacity is defined by *force* of energy.
8. Measuring energy:
- The quantity of energy is measured in terms of volume (low to high).
  - The quality of energy is measured in terms of unpleasant (negative) to pleasant (positive).
  - The focus of available energy is measured in terms of broad to narrow and external to internal.
  - The force of available energy is measured in terms of self to others, external to internal, and negative to positive.
9. Optimal performance requires:
- Greatest quantity of energy
  - Highest quality of energy
  - Clearest focus of energy
  - Maximum force of energy
10. Barriers to Full Engagement: Negative habits that block, distort, waste, diminish, deplete, and contaminate stored energy.
11. The Full Engagement training system: Removes barriers by establishing strategic positive energy rituals that insure sufficient capacity in all dimensions.
12. Positive energy rituals support effective energy management.
- Skillful energy management requires summoning the appropriate quantity, quality, direction and force of energy.
13. Lifelong energy objective: To burn as brightly as possible for as long as possible in the service of what really matters.
14. Chronological age is fixed. Biological age can be modified with training.
- Biological age (reflected in performance capacity) is determined by one's ability to effectively expend and recover energy.
15. Full Engagement requires periodic strategic recovery.
- The energy that serves full engagement is renewed and stored during periods of strategic recovery (disengagement).
16. The rhythmic movement between energy expenditure and energy recovery is called oscillation.
- Oscillation refers to the optimal cycle of work/rest intervals.

- Chronic stress without recovery and chronic recovery without stress both serve to reduce capacity.
  - In sport, these conditions are referred to as overtraining and undertraining.
17. The opposite of oscillation is linearity.
- Linearity is excessive stress without recovery or excessive recovery without sufficient stress
  - High-pressure situations generate powerful forces of linearity.
18. Sustained high performance is best served by assuming the mentality of a sprinter not a marathoner.
- Over the span of a thirty- to forty-year career, performance is optimized by scheduling work into 90- to 120- minute periods of intensive effort, followed by shorter periods of recovery and renewal.
19. Most of us are undertrained physically and spiritually (not enough stress) and overtrained mentally and emotionally (not enough recovery).
20. Interval (cyclical) exercise is far superior to steady-state (non-cyclical) exercise in terms of enhancing energy-management skills.
21. Energy in the human system is multidimensional.
- A dynamic relationship exists between physical, mental, emotional and spiritual energy.
  - Changes in any one dimension of energy affect all dimensions.
22. Energy capacities follow developmental lines.
- First level of development is physical.
  - Second level is emotional/social.
  - Third level is cognitive/mental.
  - Fourth level is moral/spiritual.
23. Each of the 4 dimensions follows its own developmental stages.
24. The Full Engagement training system begins spiritually with a connection to purpose.
25. High positive energy is the fuel for high performance.
- High positive energy flows from the perception of opportunity, adventure and challenge (approach). Negative energy is precipitated by the perception of threat, danger and fears about survival (avoidance).

Even Time Management guru Stephen Covey praises the concepts of this book: “The Power of Full Engagement is a remarkable application of the athletic metaphor to high-performing people and organizations.”

The authors also point out some of our unhealthy adaptations that we may make to deal with our heavy workloads:

- Poor stress-recovery balance
- Benefit Now: Accomplish more short-term; feel productive
- Cost: Fatigue; reduced passion and performance; higher health risks

Long-term Consequences: Reduced health; higher rate of burnout, undermines relationships, diminishes performance

- Multi-tasking

Benefit Now:

Cost:

Long-term Consequences:

- Poor diet (high fat, high sugar)

Benefit Now:

Cost:

Long-term Consequences:

- No exercise

Benefit Now:

Cost:

Long-term Consequences:

- Excessive alcohol and drug use

Benefit Now:

Cost:

Long-term Consequences:

- Anger and impatience

Benefit Now:

Cost:

Long-term Consequences:

- Poor work/life balance (long hours, limited time for family and friends)

Benefit Now:

Cost:

Long-term Consequences: