



IDENTIFYING ENERGY ZAPPERS

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The purpose of this instrument is to help you to identify the issues that zap (use/abuse) your energy or the energy of your team.

The zapping intensity is expressed in lumens.

WHAT TO DO

Express the lumens (energy) that the following items use.

Use a score of 1 to 10.

1. A lumen score of 1 means that you are aware of this item, but it uses no energy.
2. A lumen score of 10 means that this item uses a maximum amount of energy.
3. Choose a score between 1 and 10 to reflect your own situation.
4. Write a 0 if you feel that this item is not applicable to you or your team.

Remember that your responses are **completely confidential.**

<i>Zapper</i>		<i>Lumens</i>
1. Intrapersonal		
1.1	Do you experience feelings of inferiority or a fear of failure? If so, how many energy lumens do these feelings use?	
1.2	Do you have any physical disability? If so, how many energy lumens does this disability use?	
1.3	Have you suffered a traumatic experience and are supressing pain or anger? If so, how many energy lumens do this use?	
1.4	Do you tend to get hurt easily and intensely? If so, how many energy lumens do this use?	
1.5	Do you find it difficult to assert yourself? If so how many energy lumens does this use?	
1.6	Do you find it difficult to let go of status or expertise? If so, how many energy lumens do this use if you have to let go?	
1.7	Do you feel that you have needs that are not satisfied? If so, how many energy lumens do this use?	
1.8	Do you at times feel that you lack the experience, or the necessary skills or even the aptitude for a given task? If so, how many energy lumens do this use?	
1.9	Do you experience an uncertainty if you want to be a leader? If so, how many energy lumens do this use, especially when you believe that you have to be a leader to get promoted?	
1.10	Do you feel that you do not know how to lead even when you want to? If so, how many energy lumens do this use?	
1.11	Do you feel that you are loyal and give everything you have, but do not receive anything in return? If so, how many energy lumens do this use?	
1.12	Do you feel that you are hiding feelings of incompetence? If so, how many energy lumens do this use?	

2. <i>Mindsets</i>	<i>Lumens</i>
2.1 Do you focus on and even overemphasise the negative detail while filtering out all positive aspects? If so, how many energy lumens do this use?	
2.2 Do you believe that things are black or white, right or wrong, good or bad? You have to be perfect or you're a failure. If so how many energy lumens do this use?	
2.3 Do you find yourself coming to a conclusion based on a single incident or piece of evidence? If so how many energy lumens do this use?	
2.4 Do you feel that you know what other people think or feel about you without you asking them or them saying anything? If so, how many energy lumens do this use?	
2.5 Do you always expect the worst? If so, how many energy lumens do this use?	
2.6 Do you over react to issues or situations? If so, how many energy lumens do this use?	
2.7 Do you believe people are talking behind your back? If so, how many energy lumens do this use?	
2.8 Do you take criticism personally? If so, how many energy lumens do this use?	
2.9 Do you feel controlled by external forces and helpless - almost as if everything is too much? If so, how many energy lumens do this use?	
2.10 Do you feel responsible for the pain, successes, failures and happiness of everyone around you? If so, how many energy lumens do this use?	
2.11 Do you feel bitter and angry at the unfairness of life? If so, how many energy lumens do this use?	
2.12 Do you feel that everyone else is to blame, this is not your fault! If so, how many energy lumens do this use?	
2.13 Do you believe that what you feel must be true – automatically? If so, how many energy lumens do this use?	
2.14 Do you believe that you have to be right – always. You find it difficult to admit mistakes or let go? If so, how many energy lumens do this use?	
2.15 Do you expect a reward for all your effort and input? Do you feel bitter and betrayed when the reward does not come? If so, how many energy lumens do this use?	

3. Interpersonal -	<i>Lumens</i>
3.1 Are you concerned about the way you get treated by other humans? If so, how many energy lumens do this use?	
3.2 Are you concerned about the number of people you are responsible for? If so, how many energy lumens do this use?	
3.3 Do you feel alienated and isolated? If so, how many energy lumens do this use?	
3.4 Do you feel that conflict is only destructive? – People attack each other instead of focussing on the issue. If so, how many energy lumens do this use?	
3.5 Do you feel lonely? If so, how many energy lumens do this use?	
3.6 Do you feel that you have a lack of support or acceptance? If so, how many energy lumens do this use?	

4. Intrinsic to the job	<i>Lumens</i>
4.1 Do you feel that you get too much information and struggle to see the bigger picture? If so, how many energy lumens do this use?	
4.2 Do you feel that you are simply given too many tasks in the available time? If so, how many energy lumens do this use?	
4.3 Do you feel that you do not have enough resources to do your job properly? If so, how many energy lumens do this use?	
4.4 Do you feel bored? If so, how many energy lumens do this use?	
4.5 Do you feel that time pressures and deadlines are unpredictable, erratic or unfair? If so, how many energy lumens do this use?	
4.6 Are you concerned about your physical working conditions - office space or setup, danger, noise, dust, smell? If so, how many energy lumens do this use?	
4.7 How many energy lumens do travel TO and FROM work as well as FOR work use?	
4.8 How many energy lumens do the possibility of a mistake or making an incorrect decision use?	
4.9 Do you feel that you have just too many decisions to make in a given time frame? If so, how many energy lumens do this use?	
4.10 Do you feel that you are not getting enough information to make the correct decisions? If so, how many energy lumens do this use?	
4.11 Are you concerned about the number and value adding of the meetings that you have to attend? If so, how many energy lumens do this use?	

5. Role in the organisation	<i>Lumens</i>
5.1 Do you feel that it is unclear what your business goals are or what is expected of you? If so, how many energy lumens do this use?	
5.2 Do you feel that too many people that you interact with have different and even clashing expectations from you? If so, how many energy lumens do this use?	
5.3 Do you feel that you have no say in where you are going in the organisation or how you want to do things? If so, how many energy lumens do this use?	
5.4 Do you feel that you have no participation in making decisions that affects you or your job? If so, how many energy lumens do this use?	
5.5 Do you feel that too many people report to you? If so, how many energy lumens do this use?	
5.6 Do you feel that you are responsible for too many things ? If so, how many energy lumens do this use?	
5.7 Do you experience a lack of support from your manager/team leader? If so, how many energy lumens do this use?	
5.8 Do you feel that the standards for acceptable performance are constantly increasing or are unfair? If so, how many energy lumens do this use?	

6. Relations within the organisation	<i>Lumens</i>
6.1 Do you experience poor relations with your direct superior? If so, how many energy lumens do this use?	
6.2 Do you experience poor relations with your fellow team members and colleagues? If so, how many energy lumens do this use?	
6.3 Do you experience poor relations with your subordinates/team members? If so, how many energy lumens do this use?	
6.4 Do you find it difficult to delegate? If so, how many energy lumens do this use?	
6.5 Are there personality conflicts in your team – either between you and other team members or between your fellow team members? If so, how many energy lumens do this use?	
6.6 Are there corporate bullying or organisational politics present? If so, how many energy lumens do this use?	
6.7 Do others steal your ideas? If so, how many energy lumens do this use?	

7. Career development	<i>Lumens</i>
7.1 Do you feel that you have been promoted too quickly without the necessary skills and are now struggling with all the responsibilities that come with it? If so, how many energy lumens do this use?	
7.2 Do you feel that you are stagnating in your present job and not moving anywhere? If so, how many energy lumens do this use?	
7.3 Do you experience a lack of job security? If so, how many energy lumens do this use?	
7.4 Are you concerned of becoming redundant or having to retire in the future? If so, how many energy lumens do this use?	
7.5 Are you concerned that you can't keep up with the speed that technology, processes and procedures develop – leading to a fear of obsolescence? If so, how many energy lumens do this use?	
7.6 Do you feel that the ambitions you always had and still have are being frustrated and thwarted? If so, how many energy lumens do this use?	
7.7 Do you experience a sense of being trapped – you want to get out of this job but can't? If so, how many energy lumens do this use?	
7.8 Do you believe that there is a misfit between your own unique energy print (e.g. the results of the Team Management Profile) and the energy print of your job? If so, how many energy lumens do this use?	
7.9 Do you have to coaching an immature/incompetent successor? If so, how many energy lumens do this use?	

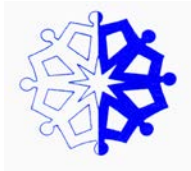
8. <i>The structure and climate of your company</i>	<i>Lumens</i>
8.1 Do you feel that there are too many restrictions (e.g. budgets and policies) on your efforts and behaviour? If so, how many energy lumens do this use?	
8.2 Do you experience a lack of effective consultation and communication in your company? If so, how many energy lumens do this use?	
8.3 Do you experience an uncertainty about what is happening in your company? If so, how many energy lumens do this use?	
8.4 Do you have no sense of belonging? If so, how many energy lumens do this use?	
8.5 Are you concerned about the presence and design of corporate politics? If so, how many energy lumens do this use?	
8.6 Are you concerned about the management style of your corporate leaders? If so, how many energy lumens do this use?	
8.7 Are you concerned about the culture of your company? If so, how many energy lumens do this use?	
8.8 Are you concerned about your company's policy on Whistle blowing? If so, how many energy lumens do this use?	
8.9 Are you concerned about the structure of your company? If so, how many energy lumens do this use?	

9. <i>Your interface with outside</i>	<i>Lumens</i>
9.1 Do you experience divided loyalties and clashing values - company vs. own? If so, how many energy lumens do this use?	
9.2 Are you concerned that the demands of your job interfere with the needs and demands of your family? If so, how many energy lumens do this use?	
9.4 Do you experience financial problems? If so, how many energy lumens do this use?	
9.5 Do your experience marital problems? If so, how many energy lumens do this use?	
9.6 Are you concerned about your children? If so, how many energy lumens do this use?	

10. Team work	<i>Lumens</i>
10.1 Do you believe that the members in your team are incompetent? If so, how many energy lumens do this use?	
10.2 Do you believe that there is a lack of trust within your team? If so, how many energy lumens do this use?	
10.3 Do you believe that there is a lack of communication in your team? If so, how many energy lumens do this use?	
10.4 Is there a constant bickering and conflict in your team? If so, how many energy lumens do this use?	
10.5 Is there a low level of commitment in your team? If so, how many energy lumens do this use?	
10.6 Are you concerned about the culture within your team? If so, how many energy lumens do this use?	
10.7 Are you concerned about the size of your team – too large or too small? If so, how many energy lumens do this use?	
10.8 Do you believe that your team lacks credibility? If so, how many energy lumens do this use?	
10.9 Do you believe that your team has no idea who you are and what you are bringing to the table? Do you lack an identity? If so, how many energy lumens do this use?	
10.10 Does your team lack performance? If so, how many energy lumens do this use?	

<i>11. Team processes</i>	<i>Lumens</i>
11.1 Our decision making is poor – process, time and execution. If so, how many energy lumens do this use?	
11.2 Integrity – we are not walking the talk or talking our walk. If so, how many energy lumens do this use?	
11.3 We are deteriorating in terms of our processes, equipment and technology. If so, how many energy lumens do this use?	
11.4 Feedback from our customers/business partners is bad. If so, how many energy lumens do this use?	
11.5 Low levels of passion and energy in my team. If so, how many energy lumens do this use?	
11.6 We are reactive and losing the initiative. If so, how many energy lumens do this use?	
11.7 No acknowledgement and reward in our team. If so, how many energy lumens do this use?	
11.8 We do not stick to our promises and undertakings. If so, how many energy lumens do this use?	
11.9 We over-promise and under-deliver. If so, how many energy lumens do this use?	
11.10 We do not share (experience, knowledge, resources). If so, how many energy lumens do this use?	
11.11 No sense of urgency – we take too long. If so, how many energy lumens do this use?	
11.12 We do not have adequate and accurate information for decision making. If so, how many energy lumens do this use?	
11.13 We do not manage conflict openly and constructively. If so, how many energy lumens do this use?	
11.14 We do not initiate and manage change proactively. If so, how many energy lumens do this use?	
11.15 We do not optimise external sources and wisdom. If so, how many energy lumens do this use?	
11.16 Our decisions are not well thought through. If so, how many energy lumens do this use?	
11.17 We fail to consistently execute decisions. If so, how many energy lumens do this use?	
11.18 We do not stick to our budget. If so, how many energy lumens do this use?	
11.19 I do not know exactly what I am supposed to deliver. If so, how many energy lumens do this use?	
11.20 We do not plan for the future. If so, how many energy lumens do this use?	
11.21 We do not take safety seriously. If so, how many energy lumens do this use?	
11.22 We are too scared to admit our mistakes and use it as a learning opportunity. If so, how many energy lumens do this use?	
11.23 We fail to accept accountability for our actions and decisions. If so, how many energy lumens do this use?	
11.24 We do not prioritise. If so, how many energy lumens do this use?	

12. Our team leader	<i>Lumens</i>
12.1 Incompetent and even non-existent. If so, how many energy lumens do this use?	
12.2 Never available. If so, how many energy lumens do this use?	
12.3 Micro-managing. If so, how many energy lumens do this use?	
12.4 Plays favourites. If so, how many energy lumens do this use?	
12.5 Plays for the audience – politician and not a leader. If so, how many energy lumens do this use?	
12.6 Does not delegate. If so, how many energy lumens do this use?	
12.7 Abdicates and downloads – expects way too much. If so, how many energy lumens do this use?	
12.8 Fails to listen and does not understand. If so, how many energy lumens do this use?	
12.9 Does not inform us. If so, how many energy lumens do this use?	
12.10 Does not defend us (interface leadership). If so, how many energy lumens do this use?	
12.11 Scares us – attacks the jugular. If so, how many energy lumens do this use?	
12.12 We have conflicting values. If so, how many energy lumens do this use?	



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