

Understanding Kolbe

Understanding the basic concepts of the Kolbe Method is essential to applying, using, and gaining the most from strategies.

The Kolbe definition of success is the freedom to be yourself. Cultural expectations, stereotypes and biases influence the degree to which society provides this freedom. Self-expectations and job requirements also influence success.

The Kolbe Method allows you to maximize organizational performance by freeing people to utilize their instinctive talent and harnessing that talent in synergistic ways to drive productivity. With Kolbe's unique assortment of software, training, and coaching services, you will be able to develop effective, objective organizational development strategies to achieve your team or company goals.

Leadership is more than just hiring the right people. It's more than getting members of your team(s) to buy-in to company goals. You also have to work together, be productive, and make the commitment of mental energy toward your goals.

But how do you hire people and create teams and organizations that will provide the highest probability of success? *The answer is by discovering employees' natural or instinctive ways of taking action — their truly innate abilities — and understanding how those abilities apply to team participation and the overall effectiveness of your organization.*

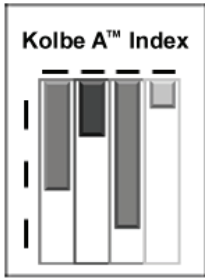
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Human instinct is the power behind our actions. It's the source of our mental energy. Assessment tools have historically focused on measuring the cognitive (IQ) and the affective (personality) parts of the mind. While these tools are helpful in selecting, training, and managing people, something has been missing.

IQ scores are influenced by opportunities to learn and being smart doesn't necessarily predict success. Personality traits are situational and people who get along don't always do a job successfully or accomplish the team's goals. ***What's missing? The third part of the mind - the conative, or instinctive, part.*** Understanding how instincts combine with intelligence and personality will help you optimize the hiring, deployment, retention, and effectiveness of your employees.

Assessing and understanding the *instinctive* methods of all of your employees will create a less stressful work environment where employees are more satisfied and more productive in their positions. The Kolbe Method does this.

Take the Kolbe A™ Index



The first step in organizational development is to determine the resident talents within your organization. The Kolbe A™ Index measures an individual's instinctive or natural strengths. The Kolbe A results give employees a language with which to describe these strengths and a method to communicate with others more effectively.

Understanding and Explaining Results

Our instincts are not affected by genetics or social or environmental surroundings; they are unchangeable. The Kolbe A Index measures a person's *instinctive* approach to creative problem solving. It describes the natural way each person takes action in four distinct modalities or Action Modes. Every individual has 100% mental energy or creativity that is distributed across all four Action Modes.

Kolbe Action Modes®

The four Kolbe Action Modes are summarized in the box below. The corresponding number from 1 to 10 on the Index determines an individual's MO (Mode of Operation or Modus Operandi).

Fact Finder	The way we gather information. People within this mode range from generalist to specialist.
Follow Thru	The way we organize information. People within this mode range from being adaptive to being structured/systematic.
Quick Start	The way we deal with time and uncertainty. People within this mode range from stabilizers to improvisers.
Implementor	The way we seek tangible solutions. People within this mode range from being abstract to concrete.

Kolbe Zones of Operation

Each Action Mode is displayed across three Zones of Operation:

- **Prevent** (1 to 3 on the index): how you won't act or how you will prevent problems
- **Respond** (4 to 6): how you are willing to act or respond to opportunities
- **Initiate** (7 to 10): how you will act or initiate solutions

People are often referred to by their MO numbers. For example, "Susie's a 7653" means that she initiates in Fact Finder (7), responds in Follow Thru (6) and Quick Start (5), and prevents in Implementor (3).

An Operating Zone indicates the perspective through which a person naturally uses a Mode — how you make best use of a Mode.

	Fact Finder	Follow Thru	Quick Start	Implementor
Prevent	Prevents analysis paralysis, getting bogged down in details	Avoids getting boxed in, rebels against structure	Controls chaos, avoids crisis mode operations	Functions without physical evidence and models
Respond	Adds specifics to generalities, edits detail, weighs pros and cons	Adjusts to existing plans, allows for unexpected, maintains controls or classifications	Offers alternatives, imposes deadlines and mediates between vision and given	Uses machinery/tools for both tangible and intangible purposes
Initiate	Needs detail, strategies, research	Needs systems, designs and a sense of order	Needs sense of urgency, open-ended solutions, challenges	Needs tangible solutions, quality implements or tools

Approximately 20% of the population initiate in each Mode. The balance are Facilitators or in Transition. A person who does not initiate in any Action Mode is a Facilitator. This person acts as a mediator between Initiators and Preventers in the various Modes. A person in Transition contradicted themselves when answering the questions and would need to do a retake at a later date.

Kolbe Paths to Success™

The Kolbe Paths to Success are the 12 ways we approach problem-solving determined by our MOs. Although we can solve problems using any of the 12 methods, each of us has four — one in each Action Mode — that allows us to do our best, most efficient, creative work. We will instinctively begin the creative problem-solving process using our most insistent mode of initiation.

	Fact Finder	Follow Thru	Quick Start	Implementor
Prevent	Simplify	Adapt	Stabilize	Imagine
Respond	Explain	Maintain	Modify	Restore
Initiate	Specify	Classify	Improvise	Build

Expectations and Talent Gap Analyses

Resolve your issues with our prescriptive solutions. Do any of these questions sound familiar?

- Are supervisors out of sync with their employees?
- How can we work fewer hours and get more done?
- Why did "Susie" do such a great job in a past role, but now she's failing?

KOLBE
STRESS
REPORTS

Comparing Job Expectations to Realities: Identifying Stress

The Kolbe B™ Index and the Kolbe C™ Index are two additional tools to help increase your employees' performance capabilities and better align expectations and requirements for a specific job. These indexes, when compared to the Kolbe A, measure the gaps within your organization. They help you solve problems and provide solutions for emerging issues.

The **Kolbe B Index** measures the employee's own expectations about fulfilling his/her job. *A significant difference between the expectations in the Kolbe B and the reality of the Kolbe A identifies a stress point or strain.* The **Kolbe C Index** measures the supervisor's requirements for the individual's job. *A significant difference between the requirements in the Kolbe C and the reality of the Kolbe A identifies another point of stress or tension.*

An individual attempting to work against his or her grain — whether because of perceived expectations or real requirements — needs additional coaching.

When People Work Against Their Grain

Once the indexes have been taken, WAREwithal® Leadership Reports compile the data to identify both individual and team stress. Reports can be accessed directly through WAREwithal online software on the Internet or Kolbe Corp can process and print the reports.

Freeing People for Higher Performance

When people are in stress, the individual, as well as the organization, suffers.

When Personal Expectations Don't Match Natural Talents

Kolbe provides a number of prescriptions to help employees or teams reduce self-induced stress, such as:

- *Redirect talent*
- *Use underutilized talent*

When Job Requirements Don't Match Natural Talents

When specific job requirements cause employees to work against their natural grain, the stress can become unbearable. Kolbe offers solutions to help reduce or manage this stress, such as:

- *Negotiate redefinition of requirements (how the job is done)*
- *Redirect underutilized talent to non-job related activity*

Your Complete Management View

Once you have discovered your employees' innate abilities, how can you take that information and apply it to successful team building?

Synergy has a multiplier effect on individual talents

Achieving a diverse mix of instinctive talent on your team will do more to help you meet your organization's goals than almost any other factor. Having this diversity, or synergy, means the product of the team's combined efforts will be more significant than the individual members' efforts alone.

Identify Talents in Your Organization

Determining the instinctive makeup of your organization, department, or work team is essential to predicting its performance and ultimate success. With Kolbe Team Tactix[®] you will be able to:

- Inventory the instinctive talents that make up your actual — not just desired — culture
- Leverage these talents so team members consistently and effectively work together
- Incorporate diagnostic and prescriptive information so you can accelerate team productivity
- Provide tools for improving communication and clarifying commitment levels

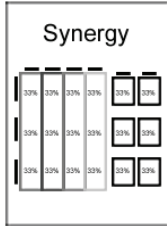
Groups with the right mix of instinctive talents will naturally communicate more effectively, initiate solutions, and work to avoid and eliminate problems.

Kolbe Leadership Reports[™]

Kolbe Organizational Analysis[™] and Leadership Reports offer the highly-quantifiable, diagnostic information you need to maximize the effectiveness of any work group. These reports assess team synergy and effectiveness and identify areas of individual and team stress in the organization. Processed through the Kolbe WAREwithal online software system, prescriptive advice is presented in a series of reports, including:

Spreadsheet of Strengths[™]

Spreadsheet of Strengths is an at-a-glance reference of the organization's available talent. It lists all of your team members and their Kolbe results.



Team Synergy Report™

Synergy results from instinctive diversity. Groups with optimal synergy have proven as much as 225% more productive! Let Kolbe help you measure your team's synergy and give you prescriptions for improving your team's probability of success.

Inertia Analysis™

Just as inertia in the physical world inhibits forward momentum, mental inertia bogs down a team's efforts. The Inertia Analysis will identify reduced productivity causes by evaluating the amount of energy within Action Modes.

Leadership Bottom Line

This report predicts the team's viability and projects its probability of success.

Hiring and Retention

Selecting job candidates who have the highest potential for success can be a challenging task. By defining the instinctive requirements for the job up-front, you can objectively determine what type of person will succeed.

Selecting People Who Will Stay

The **Kolbe RightFit™** module of WAREwithal assists in the selection, placement, and retention process, ensuring that people who are hired add value and do not detract from the synergy already in place. It facilitates making an informed decision regarding the appropriateness of a job candidate's natural abilities for the requirements of a specific job, without bias by gender, age, or race, according to EEOC standards.

Kolbe RightFit measures the methods of problem-solving the position requires and defines the innate problem solving behaviors with which an individual applicant will succeed. When a person's instinctive approach to problem solving meshes with the demands of a job, he/she will work more productively and more successfully.

Replicating Top Performers

Where a position is replicated throughout an organization, such as Sales, RightFit determines the composite MO of your top performers in that position and identifies job candidates who match that profile.

Hiring For A Unique Position

When hiring for a unique position, such as CFO, RightFit defines the requirements of the job based on input from individuals who will work closely with the new hire and identifies candidates who match that profile.

Tip: Don't forget to include existing employees (even ones you may consider to be "non-traditional candidates") as potential applicants if they match a particular job's MO

Kolbe Within Your Organization

Kolbe can help you as you hire new people, run “what-if” scenarios for teams, and manage change. To ensure you’re using Kolbe concepts, software, and tools to maximum benefit in your organization; we encourage a direct transfer of knowledge through the following:

Kolbe Certification™

During a highly-interactive, three-day seminar, Kolbe Master Consultants train participants in the administration, interpretation, and application of the Kolbe Method. Kolbe Certification provides organizational leaders with an in-depth understanding of the Kolbe Method, allowing them to become your in-house Kolbe experts.

Certified Kolbe experts also participate in the annual Kolbe Professional Growth Seminar, PGS, to maintain their certification status. PGS is a two-day seminar held in Phoenix, Arizona, designed to showcase the latest advances in Kolbe tools and services and to provide an opportunity for certified Kolbe clients to meet and share strategies for maximizing performance.

Kolbe Consulting

We can also provide individualized consulting services to help implement specific organizational development strategies within your company. We understand that each company is unique and we strive to fulfill whatever your needs may be.

We offer consulting via teleconference with our in-house consultants to address your individual or team needs.

Kolbe TeamSuccess™ Seminar

Kolbe TeamSuccess seminars are dynamic, full or half-day sessions that provide an interactive way to explore the workings of specific teams within your company. By analyzing the results of a team’s Kolbe A, B, and C indexes, you will be able to identify each team member’s instinctive strengths and stresses, explore how team members’ strengths play off one another, and assess the probability of team success.

Participants of the TeamSuccess seminar learn positive strategies for trading off individual strengths, taking advantage of individual differences and making the most of knowing who can be counted on to perform necessary tasks.

Kolbe Mission Statement

To provide innovative products, training, and services which enable individuals and groups to achieve desired results with the highest return on effort, greatest personal freedom of operation, and strongest organizational viability.