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Certified Kolbe Specialist

People Aren't Robots: But they do come pre-programmed

*Understanding all three aspects of the mind can
unleash your personal power and the power of
the people in your organization*



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Predictably improve your methods of:

- Hiring, coaching and mentoring
- Allocating tasks and roles
- Building effective, impactful teams
- Retaining employees and avoiding burnout
- Communicating with employees and clients
- Creating and marketing products and services

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The Problem with People

“Put simply the problem is this: Even the most perfectly designed and built process or system is only as good as the human being who uses it”

*Excerpt from Human Sigma
by John H. Flemming, PhD and Jim Asplund*

“Why is it that I always get the whole person when what I really want is a pair of hands?”

Henry Ford

The Problem with People

“We are not all alike; there are diversities of natures among us which are adapted to different occupations... We must infer that all things are produced more plentifully and easily and of a better quality when one man does one thing which is natural to him and does it at the right time, and leaves other things. ”

*Excerpt from Republic by Plato
Attributed to Socrates*

Colors Exercise

RED BLUE WHITE
YELLOW GREEN
PINK RED GREEN
WHITE PURPLE RED
GREEN PINK GREEN
ORANGE RED BLUE RED
YELLOW WHITE GREEN
RED PINK

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The Three Aspects of the Mind

Cognitive

Thinking

IQ
 Skills
 Reason
 Knowledge
 Experience
 Education

What you **CAN** do.

Conative

Doing

Drive
 Instinct
 Necessity
 Mental Energy
 Innate Force
 Talents

What you **WILL** do

Affective

Feeling

Desires
 Motivation
 Attitudes
 Preferences
 Emotions
 Values

What you **WANT** to do

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Assessing the Three Aspects of the Mind

Cognitive

Thinking

Assessed by:

IQ Tests
Aptitude Tests
Wonderlic®

Conative

Doing

Assessed by:

Kolbe A™

Affective

Feeling

Assessed by:

MBTI®
DiSC®
Keirsey Temperament
Sorter

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Kolbe Creative Problem Solving Process



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The Power of Instinct

"Instinct is untaught ability."

Alexander Bain - British Psychologist

"Many people live in a world that never lets them discover their true abilities."

Abraham Maslow

"Follow your own instincts, rather than the views of naysayers or others who see the world in a different way."

*Sumner Redstone
Chairman and CEO
VIACOM, Inc.*

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Diagnostics for Decision Makers

Prescription for Success

- Since 1975 large and small organizations have embraced Kolbe's scientific team management to:
 - promote a greater sense of accomplishment
 - increase individual productivity
 - align talent with appropriate roles
 - build teams with the right chemistry for high performance
 - implement equal and unbiased classification of strengths

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Kolbe Action Modes

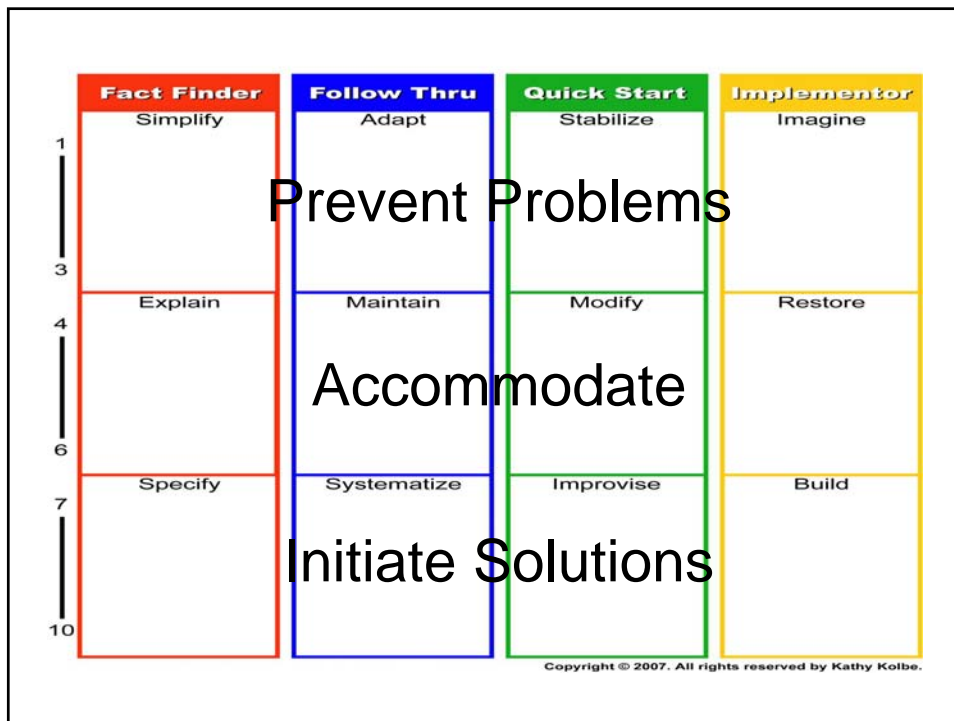
Fact Finder: How we gather and share information

Follow Thru: How we arrange and design

Quick Start: How we deal with risk and uncertainty

Implementor: How we handle space and tangibles

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Preventing Problems

Fact Finder

Simplify

Won't

- require documentation
- offer justifications
- get bogged down in minutiae
- need ongoing evaluation
- choose the obvious solution
- need to be appropriate
- be tied to tradition
- overanalyze
- need exact comparisons
- require written proof

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Preventing Problems

Follow Thru

Adapt

Won't

- be rigid with plans
- stay boxed in
- get stuck in routines
- function by rote
- follow a schedule
- repeat patterns
- go through the motions
- need a picture
- act sequentially
- get caught up in procedures

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Preventing Problems

Quick Start

Stabilize

Won't

- go off half-cocked
- be impulsive
- be ambiguous
- try to do too many things at once
- create chaos
- cause distractions
- need deadlines
- go against the odds
- take the bait when challenged
- force change and disruption

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Preventing Problems

Implementor

Imagine

Won't

- require concreteness
- need to physically demonstrate
- have to see a prototype
- rely on mechanical equipment
- force tangible solutions
- object to abstractions
- rely on spatial relationships
- require top-grade tools
- have to build to last

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Accommodating

Explain

Willing to

- review the data
- work within priorities
- give specifics
- accept rank order
- go with the highest probability
- use terms properly
- respond appropriately
- review historical evidence
- test analogies
- review written material

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Accommodating

Maintain

Willing to

- maintain order
- work within the system
- follow procedures
- fill in charts
- adhere to the plan
- stay in sequence
- maintain concentration
- complete when necessary
- maintain classifications
- utilize diagrams

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Accommodating

Modify

Willing to

- go along with risks
- participate in experiments
- provide challenges
- try alternatives
- assist innovation
- use metaphors
- overcome the odds
- interject spontaneously
- follow another's hunch

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Accommodating

Restore

Willing to

- work with tangible goods
- use models
- envision concrete examples
- incorporate tactile clues
- utilize protective gear
- use mechanical devices
- respond to space requirements
- use tools & equipment

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Initiating

Specify

Will

- collect data
- establish priorities
- seek specificity
- quantify and rank order
- assess probabilities
- define terms
- determine appropriateness
- provide historical evidence
- create analogies
- put it in writing

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Initiating

Systematize

Will

- seek order
- design systems
- establish procedures
- provide charts
- arrange logistics
- work sequentially
- require focus
- force closure
- classify by category
- diagram possibilities

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Initiating

Improvise

Will

- take risks
- promote experimentation
- seek challenges
- discover alternatives
- create innovation
- originate options
- generate metaphors
- defy the odds
- ad lib
- act on intuition

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Initiating

Build

Will

- create tangible goods
- build hand-crafted models
- develop prototypes
- handle transporting and packaging
- detect solutions tactilely
- provide physical protection
- master mechanical devices

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Methods of Communication

Fact Finder: written words with data, citations, analogies, case studies, verifications

Follow Thru: visuals with graphs, charts, diagrams, posters, outlines, maps, similes, patterns

Quick Start: spoken words with ad libs, improvised metaphors, visuals, bullet points, intense colors

Implementor: tangibles with props, models, demonstrations, texture, machinery, body language

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MO and Sense of Time

Fact Finder: focuses on the past, builds on experience

Follow Thru: integrates past, present, future builds timeline

Quick Start: focuses on the future, goes right to the bottom line, sets deadlines

Implementor: focuses on present preserves and protects the best of today

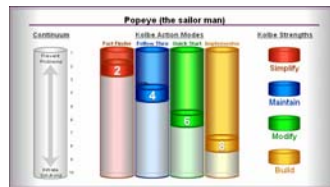
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Reliability and Validity

- Distinct from cognitive and affective measures.
- Independent of race, gender age or other criteria.
- Results showing probability of success are tied to job performance.
- 90% of modes of insistence remain the same on test-retest.
- 96% of cases show no change between zones on test-retest.
- Meets all standards of the American Psychological Association (APA)

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Kolbe Indexes



Kolbe A™ Index
our reality
(valid and reliable)



Kolbe B™ Index
self-expectation

Kolbe C™ Index
external requirement
(from anyone)



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Types of Conative Stress

- **Conflict**
 - Identified by: **Kolbe A Index ↔ Kolbe A Index**
 - Occurs between two people with differing strengths
- **Strain**
 - Identified by: **Kolbe A Index ↔ Kolbe B Index**
 - Internal struggle that occurs when a person's perception of their job does not match their strengths
- **Tension**
 - Identified by: **Kolbe A Index ↔ Kolbe C Index**
 - Occurs when a job evaluator perceives a job as requiring different strengths than those of the current job holder

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Costs of Employee Stress

- **\$10,000 Annual per Employee**
- **\$300 Billion Annual Impact**
- **40% US Workers Affected**
- **#1 reason for Worker Disability**

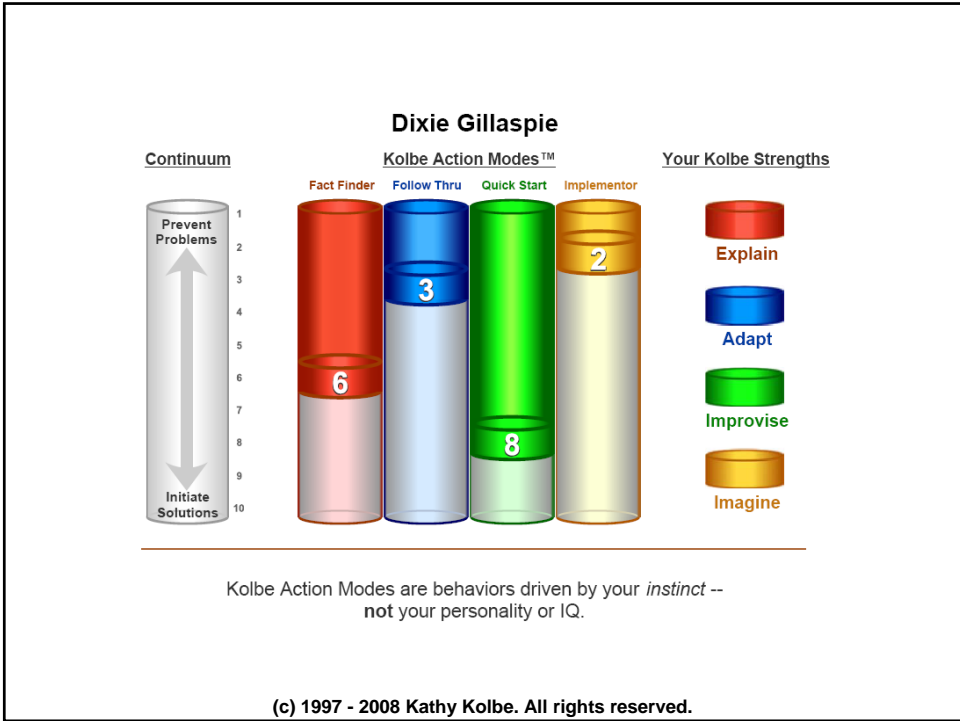
Source: Bureau of Labor Statistics (2001) as reported in NY Times (2/25/01)

– **Examples**

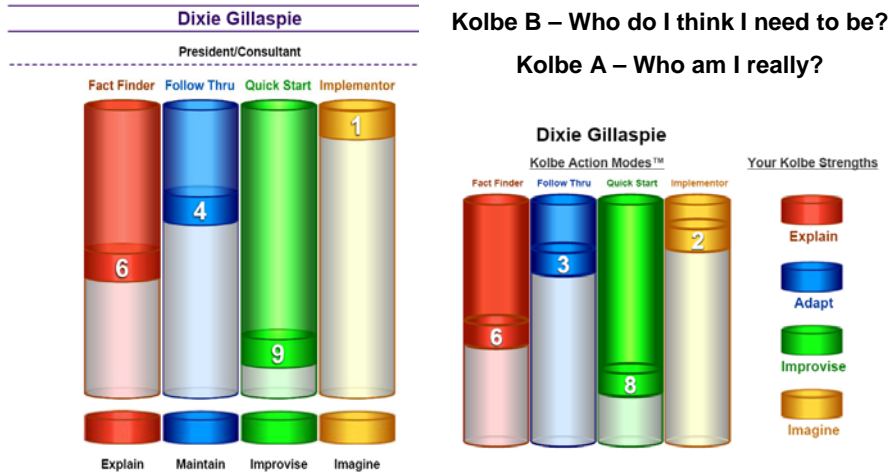
High absenteeism among employees was 300% more likely when Kolbe A and Kolbe B results predicted conative stress, according to research by a national food processing company.

Turnover was 50% less among professions in a major accounting firm when Kolbe diagnostics showed a good fit among their Kolbe A Index and the Kolbe B and Kolbe C Index.

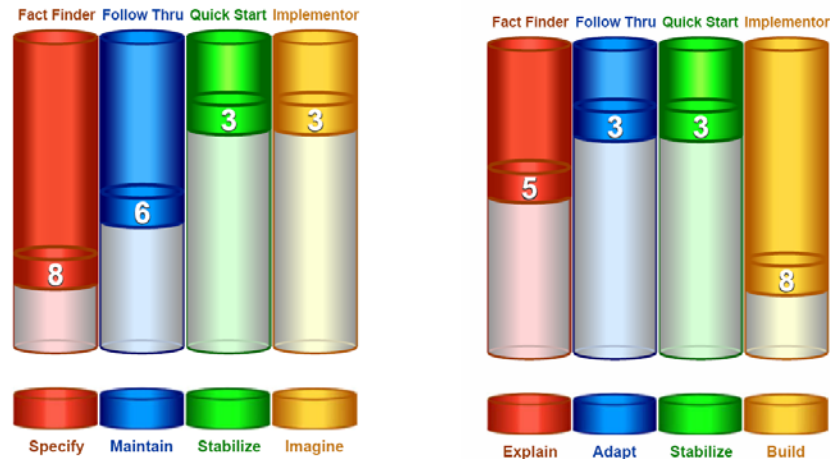
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Analyzing Self-Expectation



Same Job – Different Strengths



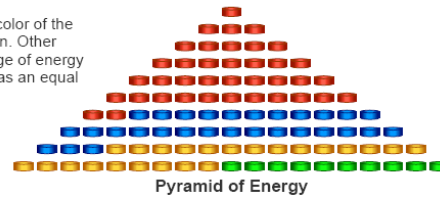
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Use of Energy

Everyone has 100% of conative energy, represented here as a pyramid with 100 units (ergs)

At the top of your pyramid are ergs the color of the Action Mode you use first in taking action. Other modes follow according to the percentage of energy you have available in them. Everyone has an equal amount of conative energy.

Teresa, here's the percentage in each Action Mode of your total available mental energy. This is also the approximate percentage of time you'll spend making efforts in each mode when you are most productive.



- 38% **Fact Finder**-deals with the PAST
- 29% **Follow Thru**-involves PAST, PRESENT & FUTURE
- 10% **Quick Start**-targets the FUTURE
- 23% **Implementor**-deals with the HERE-AND-NOW

You spend approximately 38% of your time and energy dealing with the past, through your Fact Finder mode. You allocate time to uncover historic, traditional, and previously proven examples and/or to locate documented evidence. Then, you'll integrate the past into the present and future with orderly and retrievable Follow Thru systems.

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Distribution of Conative Energy

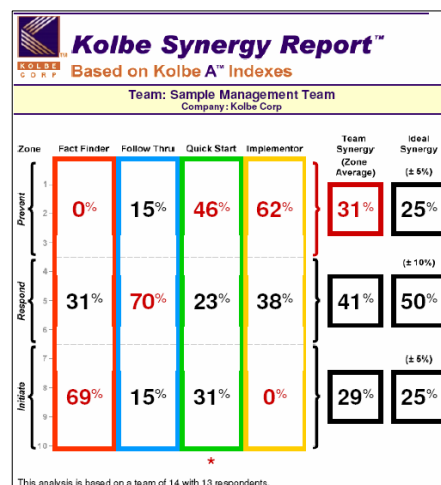
- **Synergy**
 - Productivity of team is greater than productivity of individuals working independently
- **Team has overall distribution of talent**
 - 25% preventing problems*
 - 50% responding to situations*
 - 25% initiating solutions*
 - *± 5% (prevent/initiate)
 - *± 10% (respond)

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Measuring Team Synergy

Synergy is now:

- Definable
- Quantifiable
- Predictable
- Improvable



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Impediments to Team Productivity

- Cloning—Inertia
 - Need for different talents
 - Too Much of a good thing
- Conflict—Polarization
 - Differences in methodology
 - Accelerator/Brake Syndrome
- Mismatched Talents
 - Self perception
 - Third party requirements

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Advice from Great Managers

- People don't change that much
- Focus on each person's strengths
- Don't try to fix the weaknesses, but manage around the weaknesses

Based on interviews by Gallup Organization with 80,000+ Managers as reported in

First Break All the Rules

by Marcus Buckingham & Curt Coffman

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Questions a Manager Should Ask

- Is this person motivated – will they really strive in this role?
- Does this person share our values, fit our culture and have the judgment to make the right decisions in this role?
- Does this person possess the knowledge and skills necessary for the role or do they have the aptitude to learn those skills?
- Will this person naturally and instinctively take action in a way that is appropriate to this role?
- Does this person bring synergy to the team?
- Will this person have conflict with other members of the team?

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Questions a Manager Should Ask

- Can the process be altered to align with the employee's MO?
- Can the tasks be shared (bartering energy) differently among the team?
- Can we add an element to the make up of the team to improve synergy?
- Can the order of tasks be rearranged to align with the employee's energy pyramid?

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What They're Saying About Kolbe

"Kolbe's instincts, insights and intuition helped the Phoenix Suns spot the potential of a little known person named Dan Majerle, who became an All-Star."
Dick Schaap, ABC Sports

"The impact on the professional arena is mind-boggling because it is so powerful. The team building component alone will impact the bottom line."
Lynette Donovan, Director of OD, Umbro USA

"We are finding that by using the Kolbe system, we can define what makes a team a success."
John Barr, Senior Managing Partner, Xerox Quality Services

"Through the Kolbe management reports we got results that were much more reliable than what we had with other tests."
Hank Van Kampen, TQM Facilitator-Fuel Systems, Textron

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Thank You

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