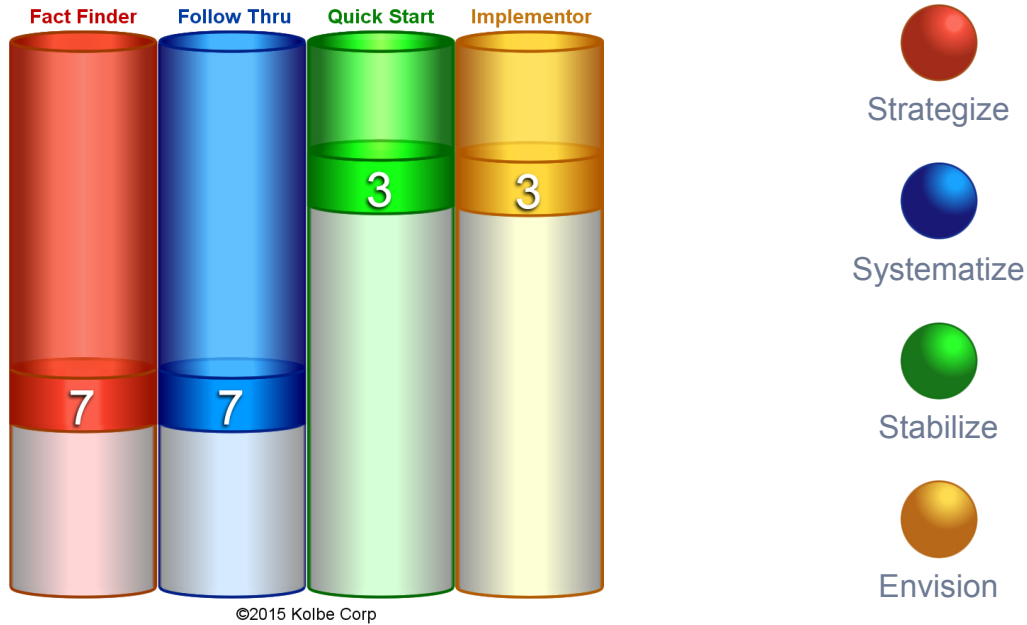




# Kolbe C™ Index Result

## SAMPLE JOB TITLE

(Div: Other | Dept: Other)



## Conative Requirements

Sample Supervisor's Kolbe C Index result indicates the conative requirements for the position of Sample Job Title.

## Defining The Opportunity

You view this opportunity as suited for a traditionalist who follows objective guidelines in structuring high-probability solutions. This is a role you see for a person able to prevent unnecessary errors and omissions by managing systems. This role would be frustrating for an intuitive risk taker who would be ready to explore without first studying the map and seeking an historical perspective.



## Every Kolbe Strength Is Equally Positive

### Action Modes

---

#### Fact Finder



#### Strategize

Success in this position depends on someone's natural ability to:

Research in-depth  
Establish specific priorities  
Quantify/rank order particulars  
Define objectives  
Assess probabilities

Define terms with exactness  
Determine appropriateness  
Provide historical evidence  
Create analogies  
Develop complex strategies

---

#### Follow Thru



#### Systematize

Success in this position depends on someone's natural ability to:

Create the plan  
Coordinate needs  
Chart and graph logistics  
Integrate past, present, and future  
Distinguish patterns

Design sequential systems  
Categorize differences and similarities  
Bring focus and closure  
Organize information and materials  
Itemize procedures

---

#### Quick Start



#### Stabilize

Success in this position depends on someone's natural ability to:

Create undeviating standards  
Decide what will/can stay the same  
Protect the status quo  
Create precedents  
Stick with what's familiar

Clarify deadlines  
Reduce unexpected events  
Minimize risk factors  
Establish outside limits  
Conform to accredited concepts

---

#### Implementor



#### Envision

Success in this position depends on someone's natural ability to:

Create virtual presentations  
Conceptualize solutions  
Envision circumstances  
Capture the essence  
Portray symbolically

Find intangible methods  
Jury-rig fixes  
Sketch ideas  
Simulate actual situations  
Concoct out of thin air

---

*Learned behaviors can enhance or mask natural strengths.*



## Conative Stress Reduces Productivity

Action Modes

This position's success **does not require** someone to:

- generalize
- jump to conclusions
- give yes-or-no answers
- answer off the top of their head
- decide without prioritizing reasons

**Fact Finder**



This position's success **does not require** someone to:

- disrupt their plans
- switch tasks frequently
- put up with too many interruptions
- start a project without listing essentials
- deal with too much happening at once

**Follow Thru**



This position's success **does not require** someone to:

- deal with oddities
- frequently act on short deadlines
- respond immediately
- put up with surprises
- work with ambiguities

**Quick Start**



This position's success **does not require** someone to:

- build physical models
- maintain mechanical equipment
- demonstrate the use of tools
- take apart technological things
- fix broken parts

**Implementor**



*Kolbe C results can change over time as the job requirements and/or evaluators evolve.*



## Strategies For Communication

Communication is key in any position. Numbers in each Action Mode indicate the degree to which this position should use the communication methods listed.



written words with data, citations, analogies, case studies, verifications



visuals with graphs, charts, diagrams, posters, outlines, maps, similes, patterns



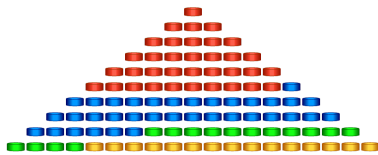
spoken words with ad libs, improvised metaphors, visuals, bullet points, intense colors



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

## Setting up the position for success

All Action Modes® are represented by color. At the top of the Pyramid is the Action Mode you've identified as needing to be used first to solve problems in this job. Other Modes follow according to the requirements indicated.



### Pyramid of Energy

- 35% **Fact Finder** deals with the PAST
- 35% **Follow Thru** involves PAST, PRESENT & FUTURE
- 15% **Quick Start** targets the FUTURE
- 15% **Implementor** deals with the HERE-AND-NOW

This role needs 35% of time and energy dealing with the past through the Fact Finder mode. A successful employee will allocate time to uncover historic, traditional, and previously proven examples and/or locate the documented evidence. Additionally, in the position the employee must integrate the past into the present and future with orderly and retrievable Follow Thru systems.



## Managing The Options

When evaluating another person's performance, it is essential to have provided the opportunity for success. Have you rewarded results rather than insisting on a particular conative process?

If a task truly demands Initiating Action in a certain Action Mode, you can target it by the way you frame assignments. To target:

**Fact Finder effort:**

ask for priorities to be established and explain specific expectations.

**Follow Thru effort:**

ask for a flow chart of activities and a review of procedures.

**Quick Start effort:**

ask for alternatives and challenge with deadlines.

**Implementor effort:**

ask for manual demonstrations.