

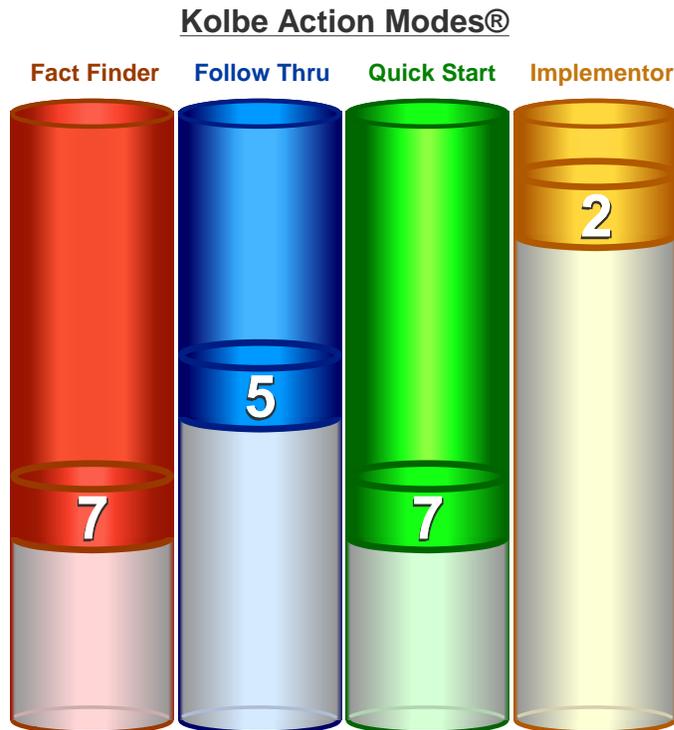


CONGRATULATIONS

LAUREL

Your Kolbe A™ Index result shows you are excellent at coming up with unique strategies, prioritizing opportunities, and dealing with the unknowns in complex problems. You are the go-to person when elaborate projects are in trouble.

Welcome to a journey of discovery into the Kolbe Wisdom™, where equality has been proven, your personal creative abilities are celebrated, and teams work with a predictable level of quantifiable synergy. It's the wisdom of the ages combined with modern technology, revealing hidden truths about the three-dimensional mind and the significance of *conation*, your willful determination to act on instinct.



Your Kolbe result is so individualized, only 5% of the population is likely to have one just like it.

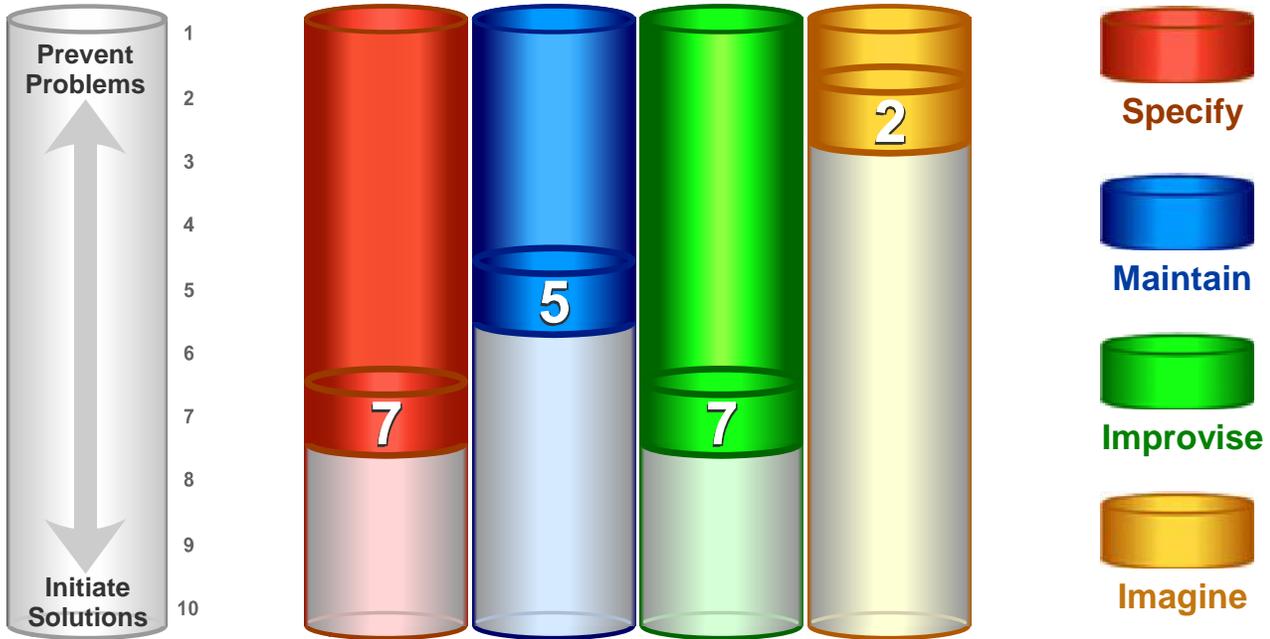


LAUREL KIDDER

Continuum

Kolbe Action Modes®

Your Kolbe Strengths™



Kolbe Action Modes are behaviors driven by your *instinct* -- **not** your personality or IQ.

Fact Finder:

is how you gather and share information.

Follow Thru:

is how you arrange and design.

QuickStart:

is how you deal with risks and uncertainty.

Implementor:

is how you handle space and tangibles.

Your way of doing it is to **Specify**.

Your way of doing it is to **Maintain**.

Your way of doing it is to **Improve**.

Your way of doing it is to **Imagine**.

Every ring on a Kolbe Continuum represents an equally positive trait

Kolbe A Result - Listen online to Kathy Kolbe, the creator of the Kolbe Index.

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You have a natural strength in each Action Mode that helps you make better decisions

Action Modes

Fact Finder



Your best way of gathering/sharing information is by **Specifying**.

For instance, you might:

- 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



Your best way of arranging/designing is by **Maintaining**.

For instance, you might:

- Package things together that fit
- Adjust procedures
- Monitor policies
- Realign objectives
- Coordinate schedules

- Draft guidelines
- Provide transitions and segues
- Identify inconsistencies
- Review lists
- Record information

Quick Start



Your best way of dealing with risks/uncertainty is by **Improvising**.

For instance, you might:

- Create a sense of urgency
- Initiate change
- Improvise solutions
- Experiment
- Promote alternatives

- Initiate innovation
- Originate options
- Generate slogans
- Defy the odds
- Ad lib stories and presentations

Implementor



Your best way of handling space/tangibles is by **Imagining**.

For instance, you might:

- Create abstract images
- Conceptualize solutions
- Envision circumstances
- Capture the essence
- Symbolically portray

- Find intangible methods
- Create temporary fixes
- Mass produce
- Deal with abstractions
- Concoct out of thin air

Learned behaviors can mask natural strengths

You can count on Kolbe results being constant over time



Focus Your Strengths

LAUREL, you've probably been asked your whole life:

Why do you put off making repairs and attacking mechanical problems?

Kolbe changes the dialogue. **Kolbe Tips**, individualized for you, explain how wherever you are on the continuum in an Action Mode is a strength - if you take control of leveraging this innate ability. For example:

***You help by imagining what could happen - and getting help.
You don't have to see it to believe it.***

Your Kolbe result celebrates your **Modes of Operation (MO): 7-5-7-2**. Understanding and trusting this powerful force will give you *the freedom to be yourself*.

Only about 5% of people are as good as you are at what you naturally do best. Don't exhaust time and energy trying to change your MO; instead, discover how you can take charge of putting your natural strengths to good use.

What's so different about the Kolbe Index?

LAUREL, it's what drives you

Being a 7-5-7-2 in Kolbe has nothing to do with whether you are an introvert or extrovert, or a math whiz. Kolbe Index results deal with a different part of the mind than your personality or intelligence.

Three Parts of the Mind

Cognitive

Thinking
IQ
Skills
Reason
Knowledge
Experience
Education

Conative

Doing
Drive
Instinct
Necessity
Mental Energy
Innate Force
Talents

Affective

Feeling
Desires
Motivation
Attitudes
Preferences
Emotions
Values

Conative?

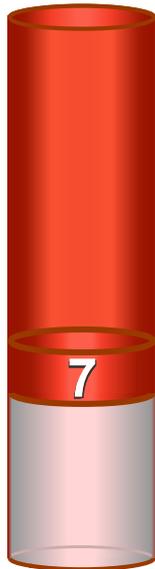
Action derived from instinct; purposeful mode of striving, volition. It's a conscious effort to carry out self-determined acts.

If **conative** is a new word for you, join the crowd. It's the long-lost term for one of the most important things you need to know about yourself.

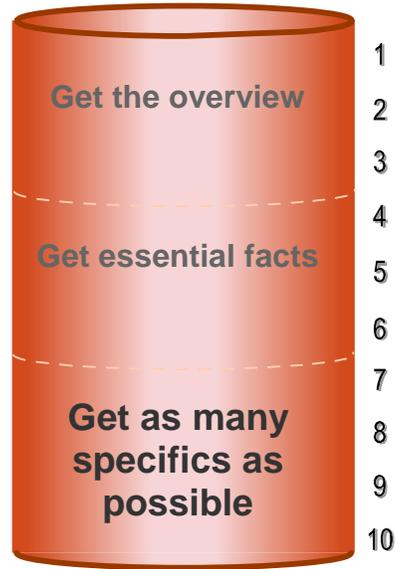


Compare your instinct to *Specify* with other ways of gathering and sharing information

LAUREL, your Fact Finder Strength



Possibilities in Fact Finder



LAUREL, take charge of your Fact Finder instincts!

You **need** to gather information by:

- being precise
- seeking details
- correcting errors
- defining differences
- questioning frequently and thoroughly

Avoid the stress of having to:

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

Kolbe identifies your natural strengths; it's up to you to put them to good use

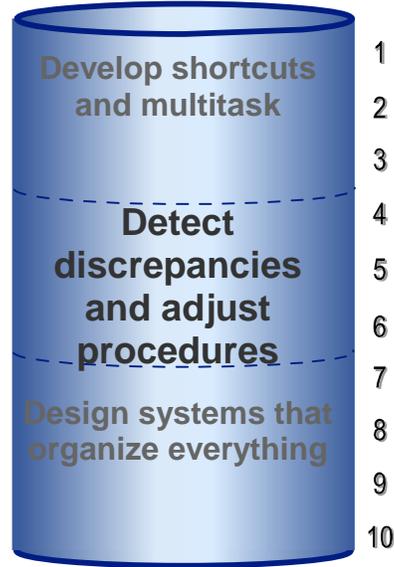


Compare your instinct to *Maintain* with other ways of arranging and designing

LAUREL, your Follow Thru Strength



Possibilities in Follow Thru



Act with determination. Make good use of your natural strengths.

You **need** to organize by:

- sticking with a system
- following procedures
- keeping things in a consistent place
- coordinating with others
- using an outline

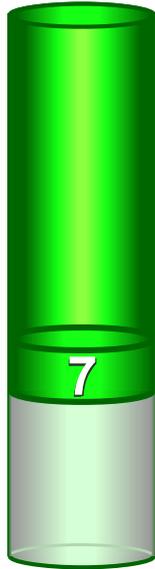
Avoid the stress of having to:

- initiate rigid systems
- make too many guarantees
- work without a sense of closure
- be responsible for integrating different points of view
- work without a plan

People with very different strengths in Follow Thru may drive you nuts - but they offer an important difference

Compare your instinct to *Improvise* with other ways of dealing with risks and uncertainty

LAUREL, your Quick Start Strength



Possibilities in Quick Start



Without improvisation we would not need stabilization.

You **need** to deal with risk/uncertainty by:

- racing the clock
- innovating changes
- promoting alternatives
- experimenting
- doing things at the last minute

Avoid the stress of having to:

- conform
- avoid potential risks
- stick with the script
- work toward known outcomes
- edit your many ideas

We all have equal potential for creativity - as long as we are all free to create in our own ways

Compare your instinct to *Imagine* with other ways of dealing with tangibles

LAUREL, your Implementor Strength



Imagine

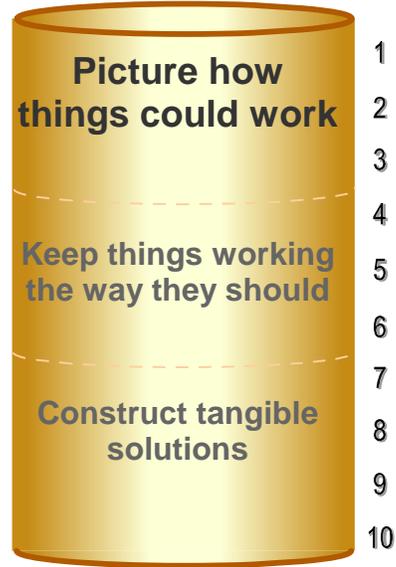


Restore



Build

Possibilities in Implementor



Every Implementor strength is critical to creative problem solving.

You have a **knack** for:

- seeing solutions in your mind
- visualizing possibilities
- conceptualizing what could be
- having discussions without having to be face-to-face
- making decisions without having tangible evidence

Avoid the stress of having to:

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

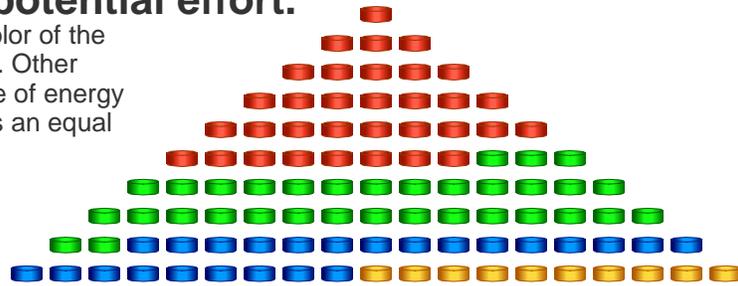
Kolbe results are proven to be free of gender biases. Males and females have equally distributed strengths on the Implementor continuum - as well as the other three.

Kolbe A Result (7 5 7 2) - experience it online with audio at <http://www.warewithal.com/kolbereports/>
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**Everyone has 100% of conative energy,
represented here as a pyramid with 100 units (ergs)
of potential effort.**

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.



Pyramid of Energy

LAUREL, 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.

- 33%** **Fact Finder**-deals with the PAST
- 24%** **Follow Thru**-involves PAST, PRESENT & FUTURE
- 33%** **Quick Start**-targets the FUTURE
- 10%** **Implementor**-deals with the HERE-AND-NOW

Your spend approximately 33% of your time and energy dealing with the past, through your Fact Finder mode. You can spend hours searching through previously documented evidence, or defining the issues that need to be researched. Then, you'll expend energy targeting the future because of your Quick Start instincts.

LAUREL, you will get more done in less time when you leverage your MO of 7-5-7-2.

Thoughts and emotions can emerge in a blink - without your control. You can control the instinctive energy it takes to act on impulses.

Everyone has equal, yet limited, time and conative - or instinct-driven - energy. **Commit-but to very little.** Target your top priorities. Unlike time, you can replenish conative energy, but it takes downtime to do it.

You have an instinct to act sooner or later, urgently or cautiously. That's what determines your MO. Here are Kolbe Tips, individualized for you, for controlling the use of these natural abilities. This is not "cookie cutter" advice that's repeated for everyone. If others followed the advice intended for you, they would exhaust themselves and have little to show for their efforts.

Take time to calculate the odds of success before taking on big risks.

Protect your energy by rapidly adjusting what isn't helping you reach your goals.

Self-Provoke to get where you want to go. You often have to goad yourself to initiate action you desire.



More than an assessment tool, these results prescribe ways to build on conative strengths

LAUREL, you can kick your **MO into gear (or "**Get Conative**") when you...**

- set priorities and allocate time for the top three or four, making sure you have gathered appropriate resources and background information.

Because most of the world hasn't recognized conation, you may actually have been taught what's absolutely wrong for you. The truth is you need to...

- kick it and magically make it work again.

A good way to start your day is to...

- decide what you are not going to do.

Don't just take our word for it; try it! You may surprise yourself with how much you can get done, and by how natural it feels.

You're likely to procrastinate if you have to design or complete lots of forms.

When you need to be persuasive in an unfamiliar situation, wing it. Trust your guts to pull out the right examples and call it as you see it. You'll be right on target.

You may be acting against your grain without even knowing it. When we work against our grain, we are not only unhappy but also unproductive, wasting our time on things that require too much energy. Instead of robbing yourself of your valuable time and energy, modify the things you need to do so that you can accomplish them in your own way.

If you are working against your grain, you may feel fatigued, irritable, helpless, and/or unsatisfied

For more information about how you take action, listen to the Natural Advantage - Manager CD.



Methods of Communication: Making Your Point

Your authentic "voice" is your natural, conative way of expressing your thoughts and feelings. Communicating in contrary ways will be less effective. You need to save your best methods of communication for the highest impact situations. Here is the % of energy you have in each Mode:



33%

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



24%

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



33%

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



10%

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

LAUREL, you have charisma when you act as the authentic you, communicating through your natural conative strengths.

People trust what they sense comes from your conative truths.

Trust others when they follow suit.

Enhance your communication by explaining:

you seek a lot of detailed information and classic examples of the way it's worked before, so you can give expert analysis of any situation. Define conation as the historically accepted third part of the mind that deals with how you take action.

You are likely to criticize another person's idea, a book, movie or play if you find it:

- lacks importance or depth
- has concepts that are not fully developed
- is like something else that didn't work in the past
- seems to draw inappropriate conclusions or uses unsubstantiated references

Sharing your Kolbe result helps people understand your strengths and your needs



Communicating requires conative action

Communicate your need for specificity while offering options to others. Check, for instance, whether they would prefer setting aside a time for discussion or having you submit your inquiries in writing. By encouraging others to respond to your needs through their own MOs, you can reduce any frustration that results from your penchant for fact finding.

Also, prepare others for your probable shifting of subjects without transition. Once you have the necessary details, you tend to move abruptly to the next topic. By explaining that you'll be covering a variety of seemingly unrelated topics, you can forewarn others and remove any doubts as to your intent.

Conative action never happens in isolation from the other two parts of the mind, the affective and cognitive.

Your instincts won't change with age. **Be obstinate** with people who expect you to conform to age-group stereotypes.

Others can throw your day off kilter by not doing what they promised they would do. You need to let them know you'll adjust to changes as long as you know it's necessary.

Communicating requires consideration of the other person's MO, emotions, and level of understanding.

Communicating in your true conative character attracts others to you



Careers are built on your conative strengths

LAUREL, you do your best work when you strive according to your MO. You're most likely to succeed in jobs that use your conative strengths according to each Action Mode.



Elaborate, compute, scrutinize, substantiate, validate



Monitor, combine, accessorize, guide, record



Speculate, discover, originate, promote, customize



Conceptualize, symbolize, imagine, envision, infer

Your MO doesn't limit what you do; it determines how you'll do it

It is important that the environment you work in nurtures your strengths and allows you to be free to be yourself.

Be sure you find out before taking a job whether it will provide you with opportunities to use your strengths by:

- keeping several projects going at once, as long as they are within your area of expertise.
- using your specialized knowledge in broad applications (do not become isolated in a narrow technical role).
- defining goals and tackling priorities head-on.

A job can be just a way to bring in money, or to gain skills. It can also be a way to find a sense of achievement.

LAUREL, your Kolbe result can help you accomplish all three of these goals, plus develop strong alliances with co-workers who will gain respect for your contributions.