



HERMANN EBEN

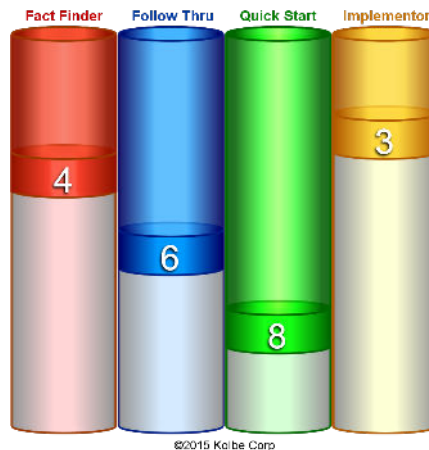
Kolbe A™ Index Result

CONGRATULATIONS HERMANN


Your Kolbe A™ Index result shows you are terrific at seeing trends and jumping in at the last moment, highlighting opportunities and systematically checking them off. You're especially good at revising plans as the situation changes.

How do we know this? You told us when you completed the Kolbe A™ Index. Our proprietary algorithm sorted out your answers and came up with the pattern of your MO (Modus Operandi).

Kolbe Action Modes®



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

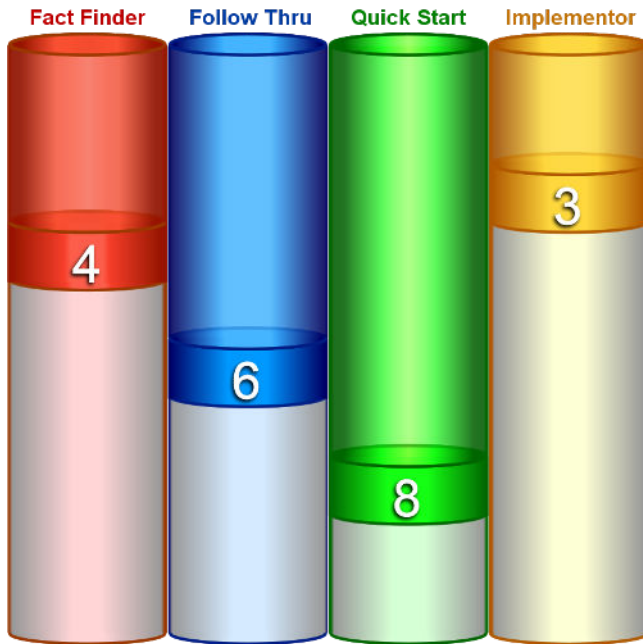
Audio available online where ever you see .

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Kolbe Action Modes®



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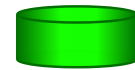
Your Kolbe Strengths™



Explain



Maintain



Innovate



Envision

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

Fact Finder: is how you gather and share information.

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

Follow Thru: is how you arrange and design.

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

QuickStart: is how you deal with risks and uncertainty.

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

Implementor: is how you handle space and tangibles.

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

You can count on Kolbe results being constant over time.

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Hermann, 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 each number 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): 4-6-8-3**. 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?

Hermann, it's what drives you

Being a 4-6-8-3 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	Conative	Affective
<i>Thinking</i>	<i>Doing</i>	<i>Feeling</i>
IQ	Drive	Desires
Skills	Instinct	Motivation
Reason	Necessity	Attitudes
Knowledge	Mental Energy	Preferences
Experience	Innate Force	Emotions
Education	Talents	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.

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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 **Explaining**.

For instance, you might:

Paraphrase reports

Review the data

Edit the details

Work within priorities

Start with the highest probability

Use terms properly

Respond appropriately

Test analogies

Clarify specifics

Rewrite and fact-check written material

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

Meet the need for closure

Maintain order

Quick Start



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

For instance, you might:

Create a sense of urgency

Initiate change

Improvise solutions

Promote alternatives

Negotiate shortcuts

Brainstorm possibilities

Originate options

Generate slogans

Defy the odds

Ad lib stories and presentations

Implementor



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

For instance, you might:

Create virtual presentations

Conceptualize solutions

Envision circumstances

Capture the essence

Portray symbolically

Find intangible methods

Jury-rig fixes

Sketch ideas

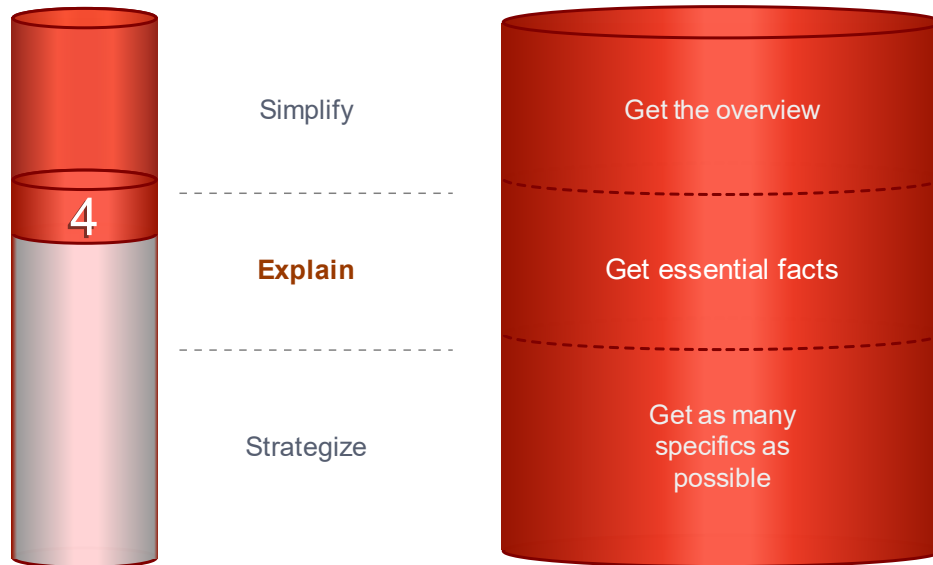
Simulate actual situations

Concoct out of thin air

Learned behaviors can mask natural strengths

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Hermann, take charge of your Fact Finder instincts!



Kolbe Tips

You **need** to gather information by:

- ✓ interpreting differences
- ✓ selecting appropriate choices
- ✓ asking for specifics
- ✓ rating alternatives
- ✓ checking back

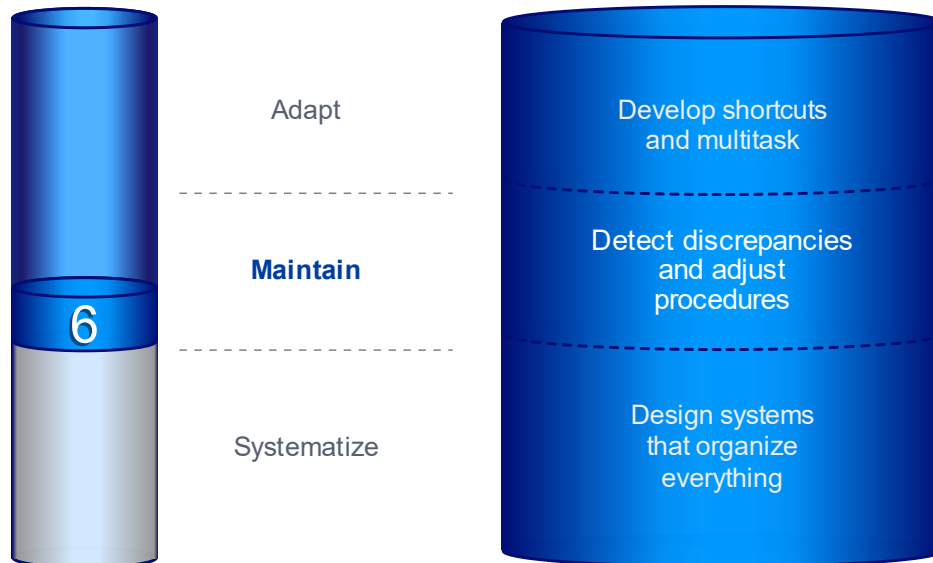
Avoid the stress of having to:

- ✓ prove every point
- ✓ argue over the facts
- ✓ get immersed in complexities
- ✓ oversimplify
- ✓ discard all traditions

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

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



Kolbe Tips

You **need** to organize by:

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

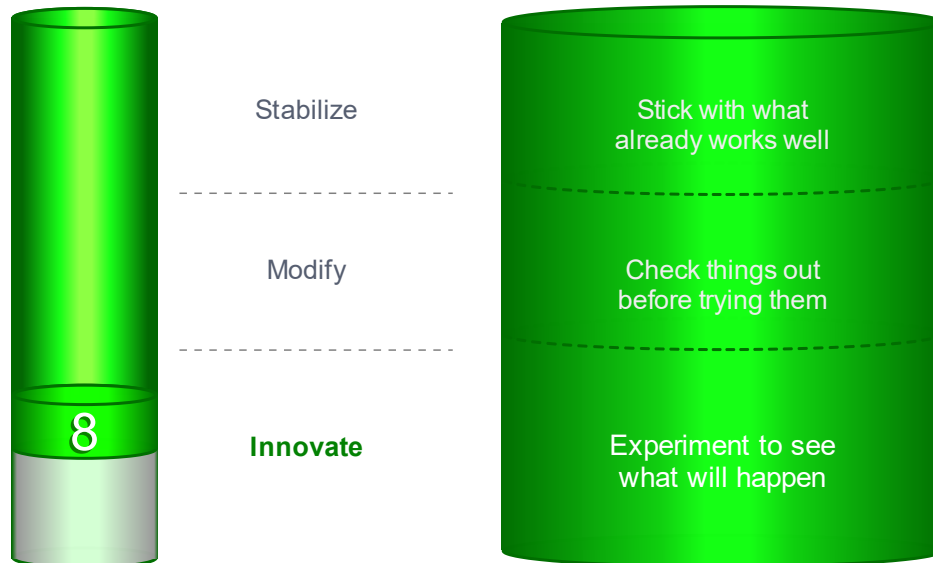
Avoid the stress of having to:

- ✓ 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

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Without innovation we would not need stabilization



Kolbe Tips

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

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

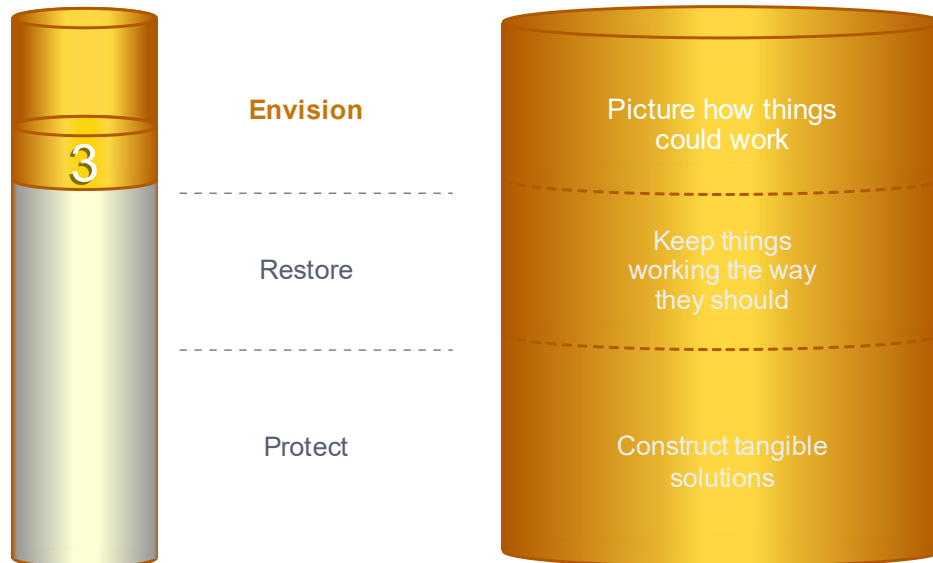
Avoid the stress of having to:

- ✓ 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

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Every Implementor strength is critical to creative problem solving



Kolbe Tips

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:

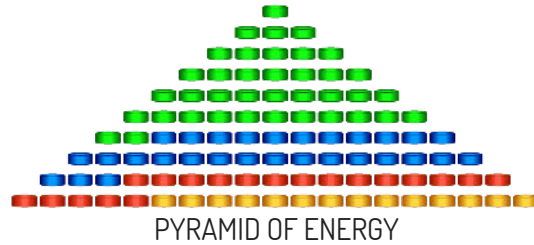
- ✓ build physical models
- ✓ maintain mechanical equipment
- ✓ demonstrate the use of tools
- ✓ take apart technological things
- ✓ fix broken parts

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.

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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.



Hermann, 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. 99% of people do not have more than 50% of their energy in any one mode.

- 19% Fact Finder - deals with the PAST
- 29% Follow Thru - involves PAST, PRESENT & FUTURE
- 38% Quick Start - targets the FUTURE
- 14% Implementor - deals with the HERE-AND-NOW

You spend 38% of your time and energy with your Quick Start strengths tackling the opportunities of the future. You thrive when your Follow Thru chimes in, helping find patterns in what's been happening to solve dilemmas that might otherwise slow your pace. You find the rhythm to events and the sequence that will get you to the goal.

Hermann, you will get more done in less time when you leverage your MO of 4-6-8-3.

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.

Kolbe Tips

- ✓ Take on short-term projects - challenges that require focused effort and immediate results.
- ✓ Save energy by acting spontaneously rather than practicing and restricting your free-flowing style.
- ✓ **Self-Provoke** to get where you want to go. You often have to goad yourself to initiate the action you desire.

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

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

give yourself a deadline, guess if you must, and decide to beat the odds.

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...

find out what information others need from you during the day—and get it moving.

Kolbe Tips

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.

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.

Expand Your Horizons

Listen to customized audio of Kathy Kolbe discussing YOUR initiating strengths. Gain great insight into how to make them work for you in the **Natural Advantage - Theorist CD** (check **Audible.com** to purchase download).

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:



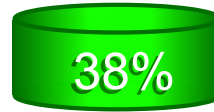
FACT FINDER

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

Help for knowing how to "Be Yourself"

Enhance your communication by explaining: everyone has a way of gathering information (which you did by taking the Kolbe Index), and your instinct is to get enough to know what you're talking about without overdoing it.

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

- moves too slowly or doesn't get right to the point
- is predictable
- is just plain boring or the information isn't new

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



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

Hermann, 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.



Communicating requires conative action

Kolbe Tips

"Think before you speak" is poor advice for you. Your thoughts are crystallized as you hear yourself say them. Tell others of your need to brainstorm, which means you should avoid fact-finding or assessment while coming up with possibilities. Communicate your need to keep options open, even while working within a structure. Explain possible changes as enhancements to encourage others to buy in.

When you have a plan in your head, recognize the need others have to know where it's going. Outline your plans and encourage questions that will elicit the specifics you don't readily offer. Sketch out your theories of a project and explain that you are not withholding details, but rather hoping that others will contribute to them.

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.





Hermann, enhance relationships. Reinforce instinctive needs and strengths. Conative action never happens in isolation from the other two parts of the mind, the affective and cognitive. 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

Hermann, 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.

-  Review, confirm, report, substantiate, amend
-  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.

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.

Hermann, 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.

Kolbe Tips

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

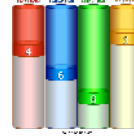
- ✓ taking on challenging short-term projects that require focused effort and immediate results.
- ✓ developing a flexible framework to allow for a smooth transition between projects while also revising plans to take advantage of opportunities.
- ✓ setting deadlines for yourself (working at the last minute helps rivet your attention).



Summary & Share

Hermann, the information in every section of this report was individualized for you, whether you remember it by:

Your iconic Kolbe bar chart



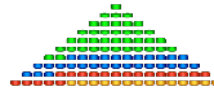
Your four numbers

4 6 8 3

Your four conative strengths

Explain
Maintain
Innovate
Envision

Your use of energy



However you visualize your MO – it's important to keep the message of your conative strengths in the front of your mind as you make life empowering decisions.

Now that you know the power of your MO, it's up to you to use it for good purposes. The world needs your conative strengths!

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