



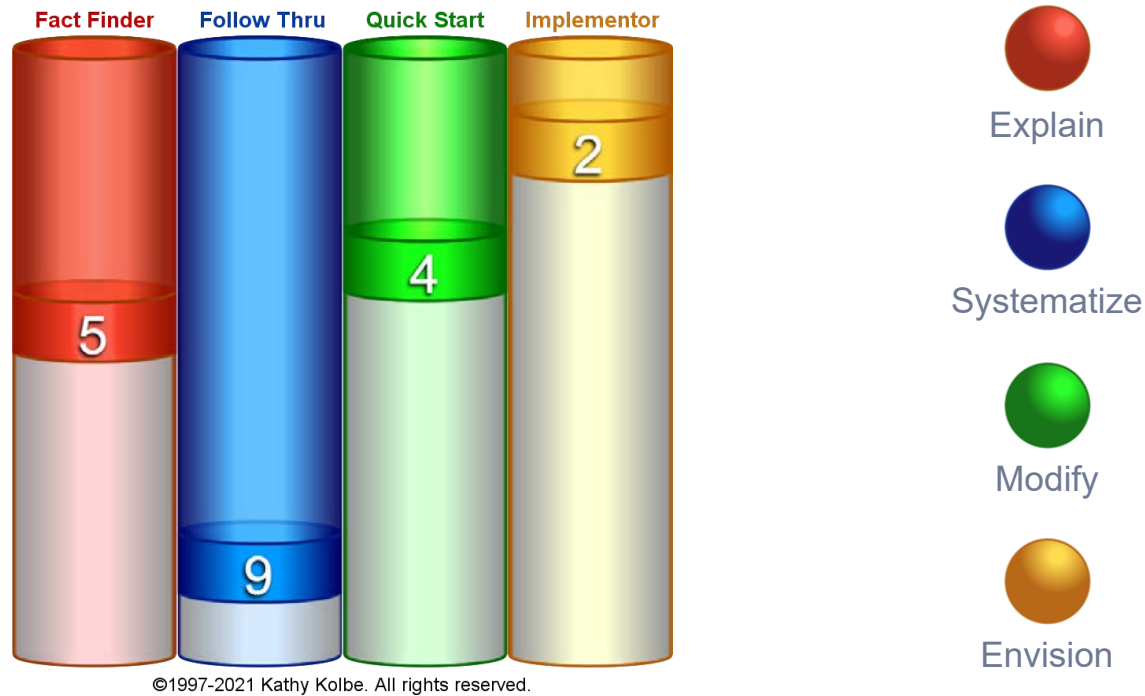
ROBERT HAINES

07/07/2003

Kolbe CTM Index Result

CUSTOMER SERVICE

(Div: ABC Manufacturing | Dept: Warehouse)



Conative Requirements

Robert Haines's Kolbe C Index result indicates the conative requirements for the position of Customer Service.

Defining The Opportunity

You see this opportunity as ideal for a systems-oriented person who creates comprehensive structures that incorporate a totality of needs. You look to this role to provide the baseline of operations or procedures for other activities. It is not a role for a person who hesitates to question omissions or who would accept less than conformity to the basic principles established.

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Every Kolbe Strength Is Equally Positive

Action Modes

Fact Finder



Explain

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

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



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



Modify

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

Participate in experiments
Create responses to challenges
Try out new ideas
Sustain innovations
Use metaphors

Navigate through uncertainty
Interject spontaneously
Adjust deadlines
Reduce risks
Mediate between the vision and the given

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.

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Conative Stress Reduces Productivity

Action Modes

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

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

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:

- conform
- stick with the script
- avoid potential risks
- work with ambiguities
- frequently act on short deadlines

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.

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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.

5

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

9

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

4

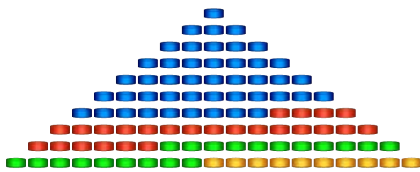
spoken words with ad
libs, improvised
metaphors, visuals,
bullet points, intense
colors

2

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

25% **Fact Finder** deals with the PAST

45% **Follow Thru** involves PAST, PRESENT & FUTURE

20% **Quick Start** targets the FUTURE

10% **Implementor** deals with the HERE-AND-NOW

This role needs 45% of time and energy to schedule efforts using an initiating Follow Thru talent. In this job, the employee will integrate the past, present, and future in almost equal degrees, adding things to checklists and crossing them off when accomplished to ensure success. Ideally, planning and coordinating will allow maximum results without running out of time and energy.

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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.

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