

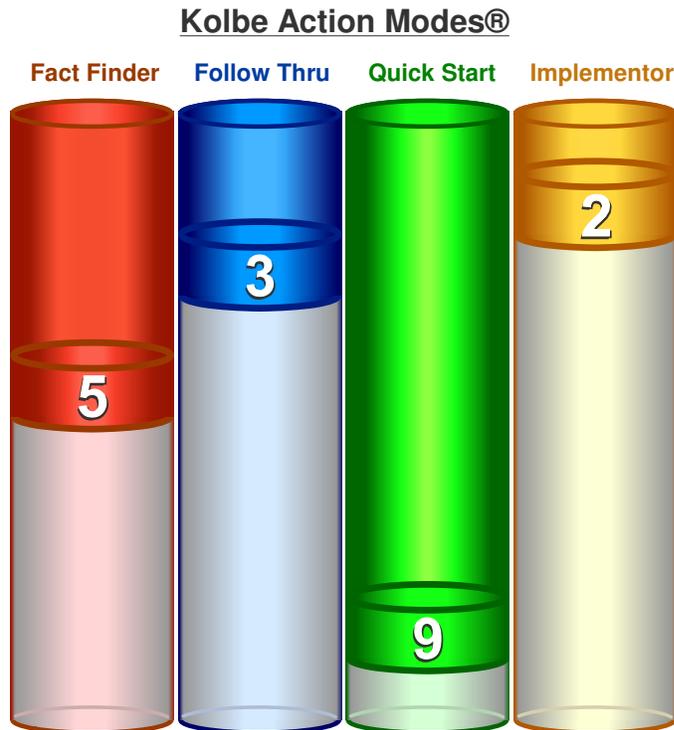


## CONGRATULATIONS

### Max

Your Kolbe A™ Index result shows you are terrific with future-oriented challenges and dealing with the essential facts — you don't get bogged down with detailed information. You'll say "Yes" before you even know the end of the question – then turn it into a productive adventure.

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**

Kolbe A Result (5 3 9 2) - experience it online with audio at <http://www.warewithal.com/kolbereports/>  
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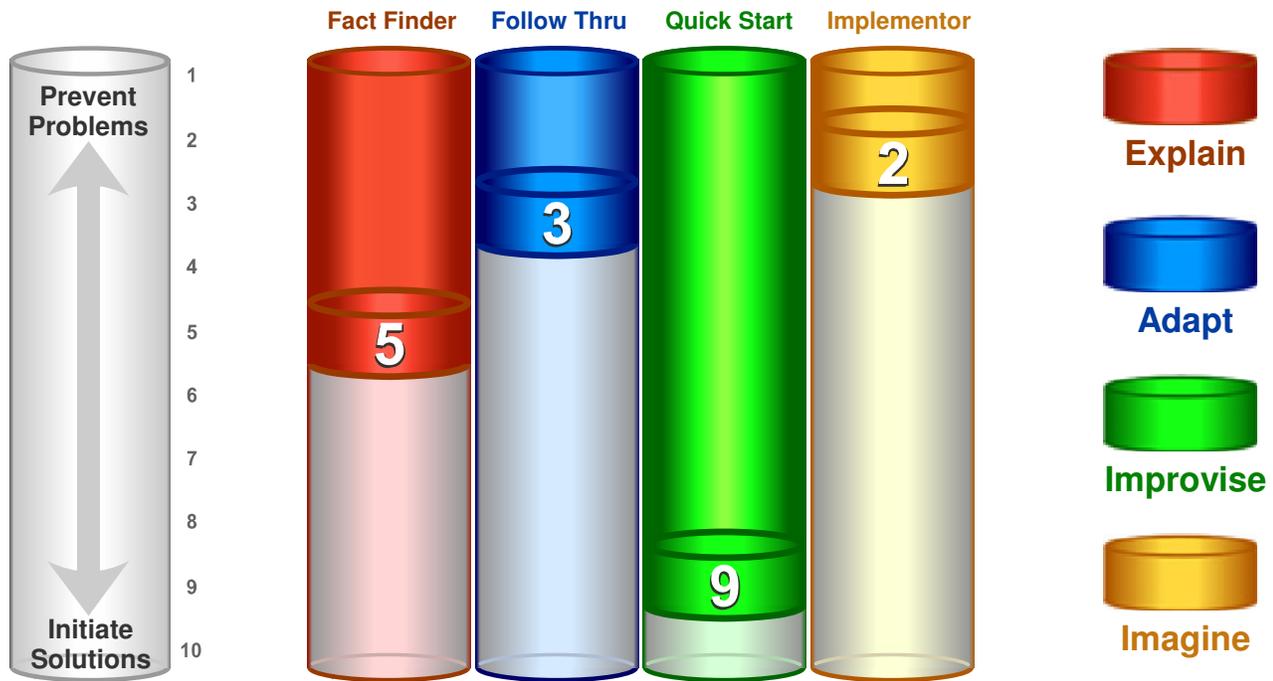


## Max Gibbard

### 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 **Explain**.

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

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 **Explaining**.

For instance, you might:

- Create documentation and instructions
- Review the data
- Edit the details
- Work within priorities
- Start with the highest probability

- Use terms properly
- Respond appropriately
- Test analogies
- Consider all of the evidence
- Rewrite and fact-check written material

**Follow Thru**



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

For instance, you might:

- Create shortcuts
- Revise approaches
- Thrive on interruptions
- Diversify
- Switch tasks frequently

- Be flexible
- Cut through bureaucracy
- Do several things at once
- Keep everything accessible
- Find ways around problems

**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

*Max, 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): 5-3-9-2**. 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?

### Max, it's what drives you

*Being a 5-3-9-2 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.

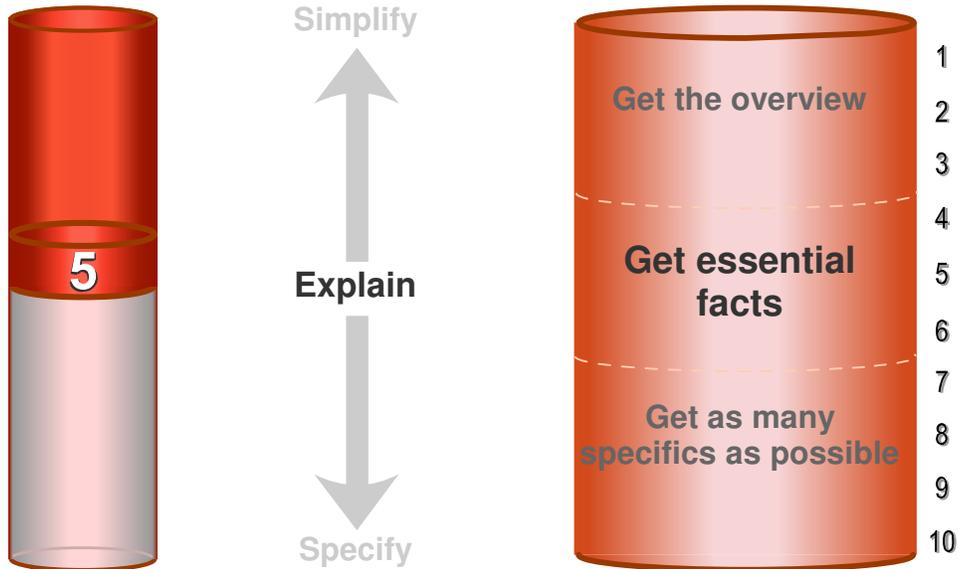
If **conative** is a new word for you, join the crowd. It's the long-lost term for one of the most important things you need to know about yourself.



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

**Max, your Fact Finder Strength**

**Possibilities in Fact Finder**



**Max, take charge of your Fact Finder instincts!**

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

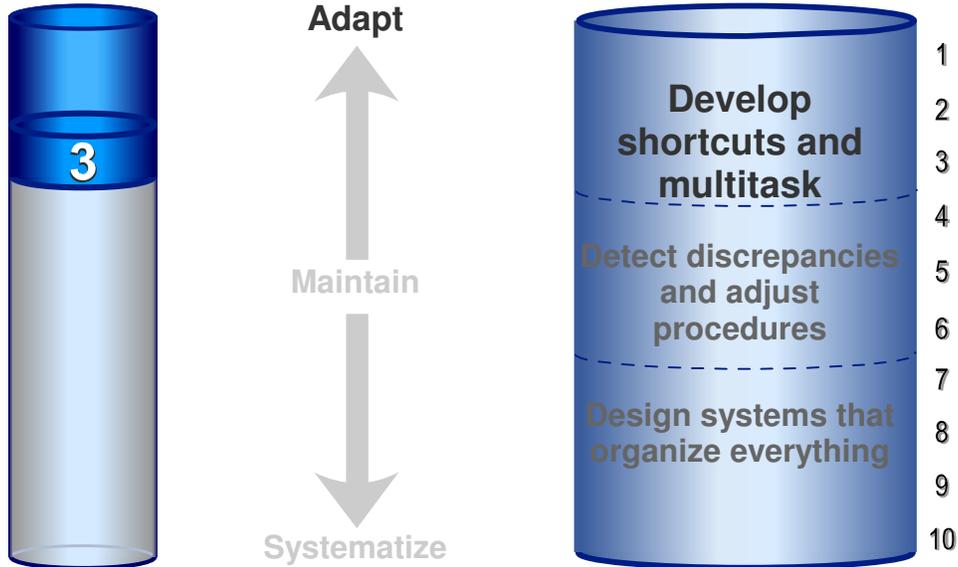
***Kolbe identifies your natural strengths; it's up to you to put them to good use***



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

**Max, your Follow Thru Strength**

**Possibilities in Follow Thru**



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

You **need** to organize by:

- seeing and easily reaching what you use
- frequently revising systems
- doing several things at once
- dealing with tasks as they arise
- not trying to follow standard methods

**Avoid the stress** of having to:

- follow rigid rituals
- put up with step-by-step procedures
- repeat yourself
- adhere to redundant systems
- be overly scheduled

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

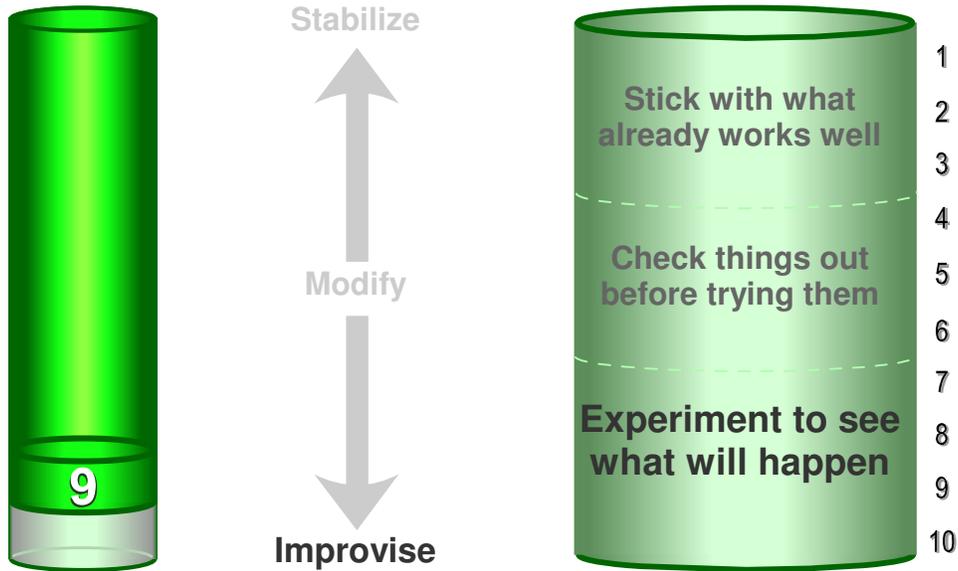
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Compare your instinct to *Improvise* with other ways of dealing with risks and uncertainty

**Max, 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**

**Max, your Implementor Strength**



**Imagine**

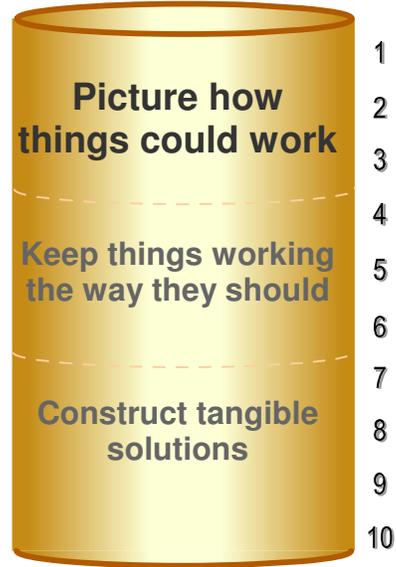


Restore



**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

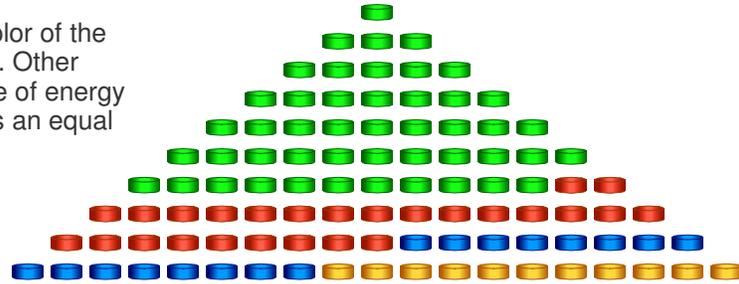
***Kolbe results are proven to be free of gender biases. Males and females have equally distributed strengths on the Implementor continuum - as well as the other three.***

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## 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.



Pyramid of Energy

Max, 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.

- 26% **Fact Finder**-deals with the PAST
- 16% **Follow Thru**-involves PAST, PRESENT & FUTURE
- 47% **Quick Start**-targets the FUTURE
- 11% **Implementor**-deals with the HERE-AND-NOW

You spend 47% of your time and energy with your Quick Start strengths taking on high-potential challenges. You're way ahead of the curve as you tackle what others may consider underdeveloped and unconfirmed opportunities. Your vision for possibilities allows you to work on commissions and in unexplored territories.

### Max, you will get more done in less time when you leverage your MO of 5-3-9-2.

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.

Seize the moment when your ideas surface. Don't wait - or debate.

After working intensely to meet deadlines, take time to do nothing.

**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

Max, 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.

***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 follow a highly structured format or system.**

**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.

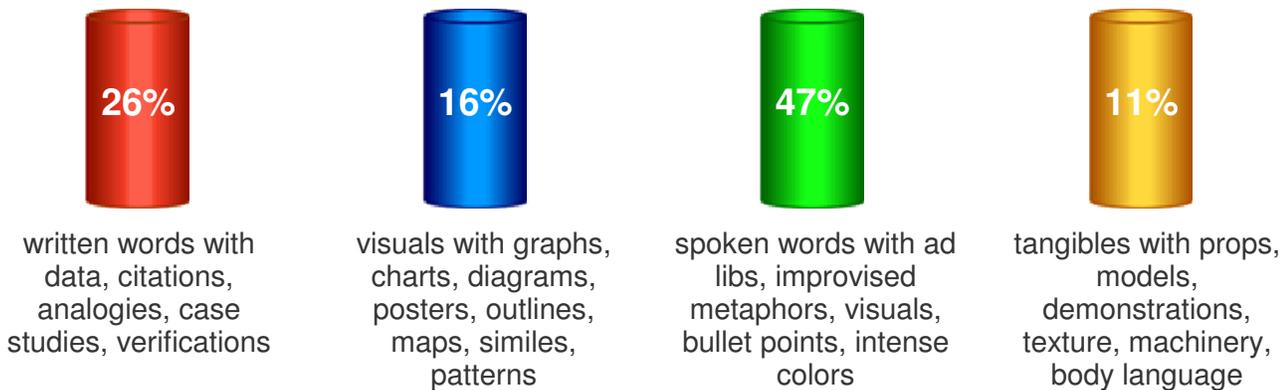
***If you are working against your grain, you may feel fatigued, irritable, helpless, and/or unsatisfied***

***For more information about how you take action, listen to the Natural Advantage - Innovator 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:



Max, 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:

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

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



## Communicating requires conative action

Ad lib. Improvise. Do presentations with only bottomline notes. Overpreparing takes you out of your stride. Say it rather than write it.

Don't get caught up in the mechanics of a presentation. You are able to read audiences well, but following a script or getting locked into an audio-visual format limits your ability to go with the flow.

Communicate your goals to others so that they may buy in; they need to know where you are heading. Recognize that those with more Fact Finder need details and those with Follow Thru intensity need to put your brainstorm into context.

Your forte isn't in doing Implementor demonstrations, though you may enjoy using props to show a craftsperson what you want.

Humor goes a long way in bridging conative gaps. Communicate the commitment you are willing to make and the talent you offer without placing a value judgment on either yours or others' forms of contribution.

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 requiring that you stick with a schedule. Don't be timid about sharing with others what you need!

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

**Max, 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



Diversify, disguise, diffuse, interject, switch



Speculate, discover, originate, promote, customize



Conceptualize, symbolize, imagine, envision, infer

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## 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:

- dealing with change with the freedom to experiment and take significant risks.
- challenging yourself with deadlines and tough-to-reach goals
- thriving on interruptions that bring diversity and provide brainstorming opportunities.

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.

Max, 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.