



JASON KEHRER

07/29/2009

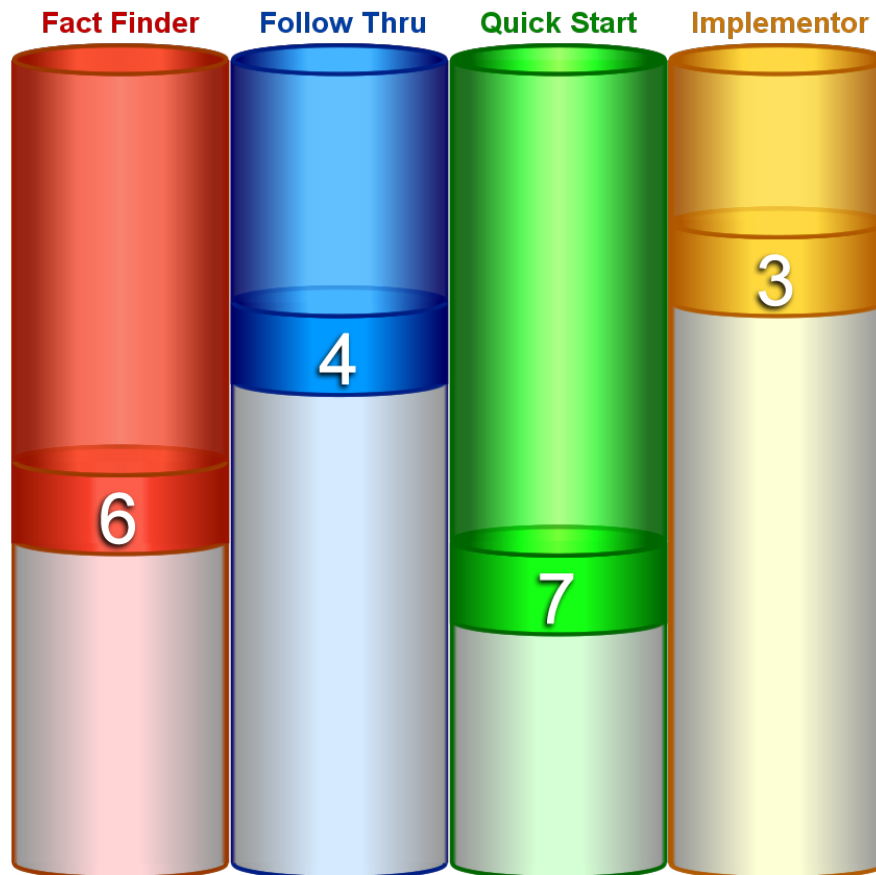
Kolbe A™ Index Result

CONGRATULATIONS JASON

You Got a Perfect Score on the Kolbe A™ Index!

You're terrific when juggling rapidly changing priorities. You are known for taking risks that are grounded in practical realities. You don't mess around with what has always been done, but temper your trial-and-error approach by strategizing options.

Kolbe Action Modes®



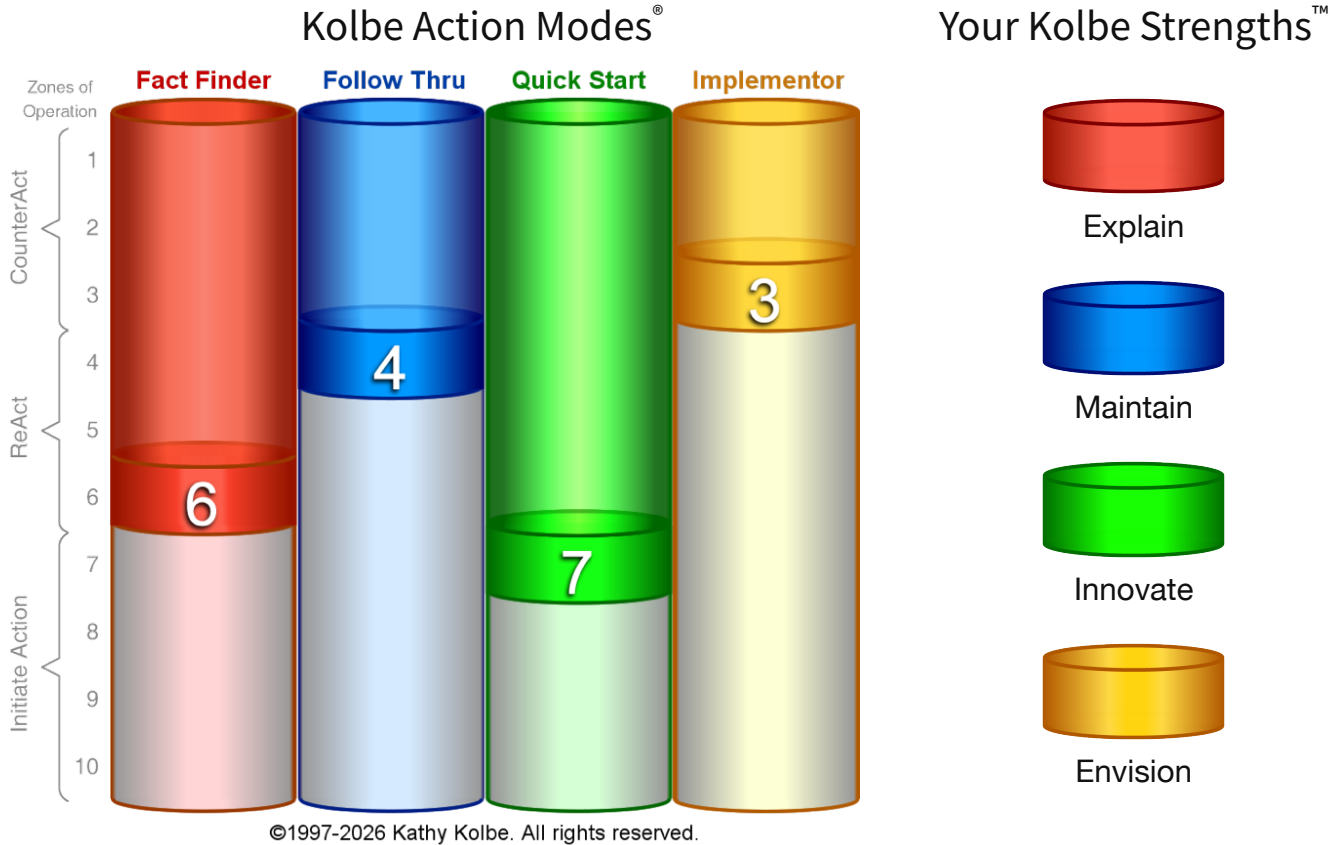
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How do we know this? You told us when you completed the Kolbe A™ Index which revealed your 4-number MO (Mode of Operation).

Hear Kathy Kolbe describe your strengths at www.warewithal.com/kolbereports



JASON KEHRER



Kolbe Action Modes are behaviors driven by your striving instincts.

Fact Finder: How you gather and share information.

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

Follow Thru: How you organize.

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

Quick Start: How you deal with risk and uncertainty.

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

Implementor: How you handle space and tangibles.

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

You can count on your Kolbe result being constant over time.

Don't forget, hear Kathy Kolbe describe your strengths at www.warewithal.com/kolbereports



What's so different about the Kolbe Index?

Your Kolbe result doesn't have anything to do with your personality or how smart you are. Kolbe adds a new dimension—the **conative**. How you take action when you are free to be yourself is one of the most important things to know about yourself. It includes how you will naturally:

- Solve problems
- Make decisions
- Take purposeful action

The **conative** (doing) part of the mind is defined as: *Action derived from instinct; purposeful mode of striving, volition. It is a conscious effort to carry out self-determined acts.*

Based on teachings going back to Plato and Aristotle, conative is one of three parts of the mind.

Three Parts of the Mind

Cognitive

(Thinking)

Intelligence
Skills
Knowledge
Experience
Learned Behavior

Affective

(Feeling)

Motivation
Preferences
Values
Personality
Emotions

Conative

(Doing)

Striving Instincts
Innate Strengths
Purposeful Actions
Decision-Making Methods
Problem-Solving Approaches

These three parts of the mind work together to form your greatest contributions to the world.

Conables® Tips



Without an understanding of the power of conation, you may have learned ways of taking action that won't work well for you. Look for Conables Tips throughout your Kolbe A result. Individualized for you, they will help you *Do More, More Naturally* and achieve what matters to you most.



KOLBE STRENGTHS

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

Action Modes

Fact Finder



Your best way of gathering and sharing information is to **Explain.**

For instance, you might:

Paraphrase reports
Review data
Rewrite and edit
Work within priorities
Fact-check

Highlight what's important
Reference documentation
Add context
Clarify details
Get essential information

Follow Thru



Your best way of organizing is to **Maintain.**

For instance, you might:

Sustain systems
Follow processes
Adjust procedures
Reorder steps
Coordinate schedules

Accommodate structure
Reduce redundancies
Identify inconsistencies
Meet the need for closure
Maintain order

Quick Start



Your best way of dealing with risk and uncertainty is to **Innovate.**

For instance, you might:

Initiate change
Drive experimentation
Promote ideas
Create a sense of urgency
Generate alternatives

Brainstorm possibilities
Originate solutions
Thrive under deadline
Seek challenges
Improvise and ad-lib

Implementor



Your best way of tackling space and tangibles is to **Envision.**

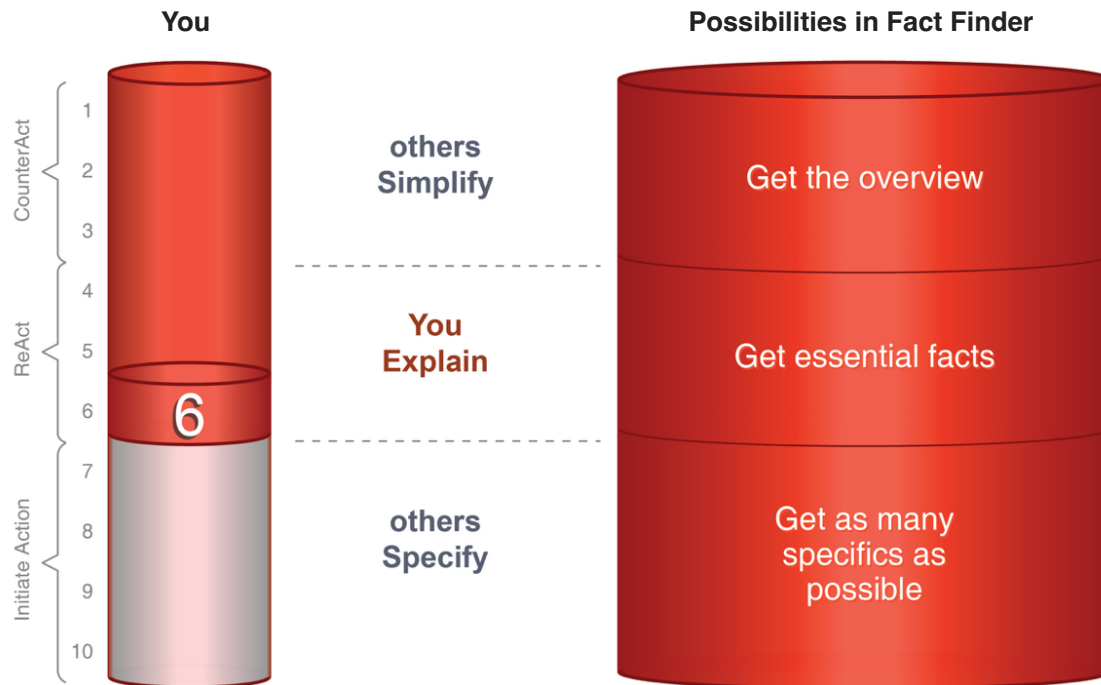
For instance, you might:

Prevent overbuilt solutions
Imagine outcomes
Use preassembled products
Portray conceptually
Reduce manual effort

Use intangible methods
Make temporary fixes
Deal with the abstract
Envision circumstances
Describe without having to demonstrate



Fact Finder: How you gather and share information



Conables® Tips



Gather and share information in a way that works for you:

Do



- ✓ Select appropriate choices
- ✓ Ask for specifics
- ✓ Rate alternatives
- ✓ Check back
- ✓ Fill in missing information

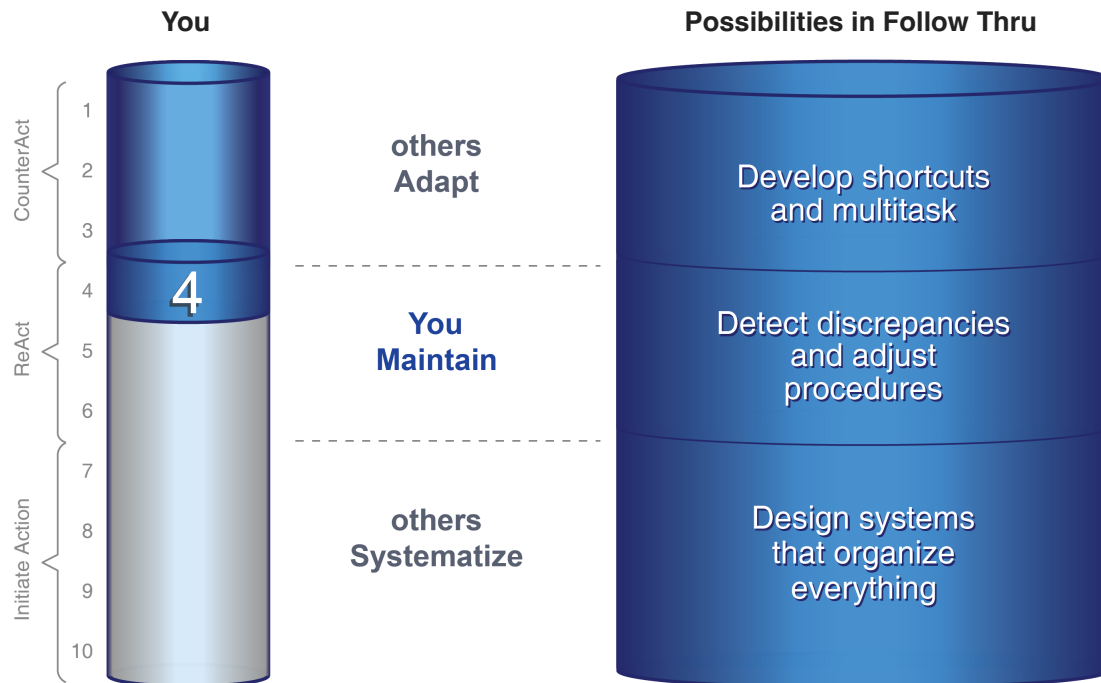
Don't



- ✓ Take data for granted
- ✓ Ignore historical evidence
- ✓ Get immersed in complexities
- ✓ Oversimplify
- ✓ Re-read all the fine print



Follow Thru: How you organize



Conables® Tips



Organize in a way that works for you:

Do



- ✓ Blend different approaches
- ✓ Sustain viable systems
- ✓ Replicate patterns
- ✓ Coordinate with others
- ✓ Reclassify information

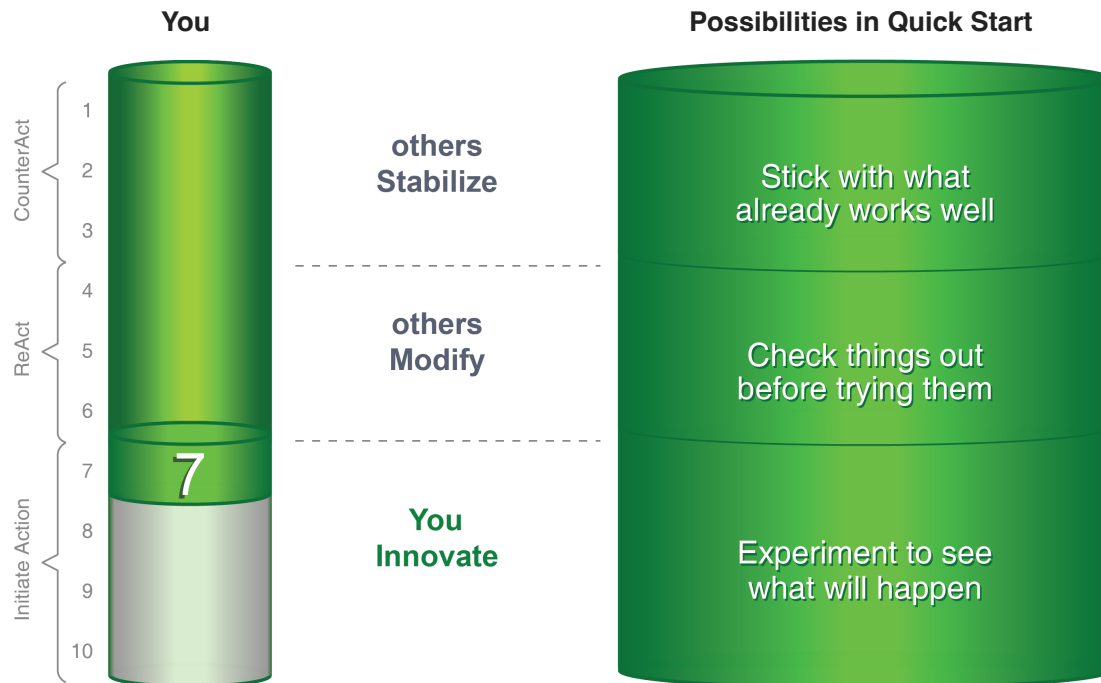
Don't



- ✓ Get snarled in redundancies
- ✓ Initiate rigid systems
- ✓ Make too many guarantees
- ✓ Skip too many steps
- ✓ Over-regulate



Quick Start: How you deal with risk and uncertainty



Conables® Tips



Deal with risk and uncertainty in a way that works for you:

Do



- ✓ Race the clock
- ✓ Take on challenges
- ✓ Promote alternatives
- ✓ Experiment
- ✓ Do things at the last minute

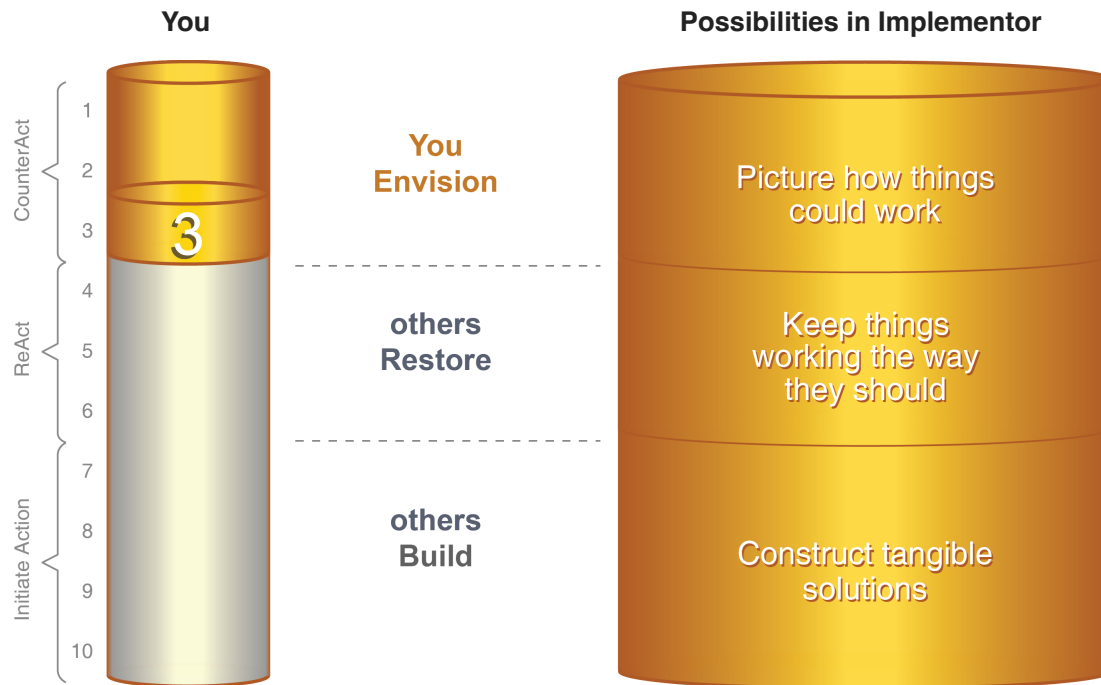
Don't



- ✓ Conform
- ✓ Hesitate
- ✓ Be afraid to fail
- ✓ Stick closely to the script
- ✓ Second guess yourself



Implementor: How you handle space and tangibles



Conables® Tips



Handle space and tangibles in a way that works for you:

Do



- ✓ See solutions in your mind
- ✓ Visualize possibilities
- ✓ Conceptualize what could be
- ✓ Have discussions without having to be face-to-face
- ✓ Make decisions without having tangible evidence

Don't



- ✓ Take responsibility for maintaining equipment
- ✓ Demonstrate the use of mechanical stuff
- ✓ Take apart small appliances
- ✓ Fix broken parts
- ✓ Build many physical models

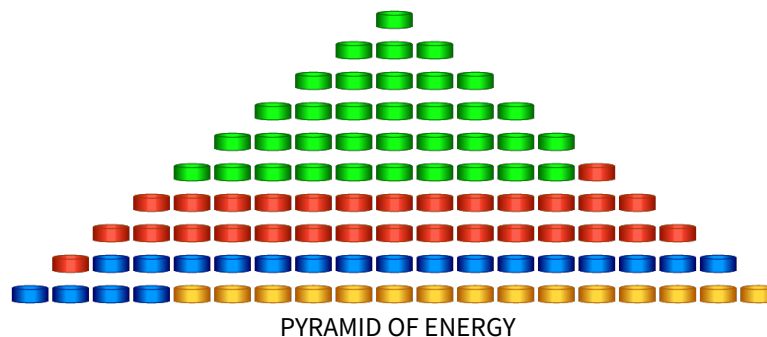


TIME AND ENERGY

Everyone runs out of time and energy. You can't get time back – once it's used, it's gone – but energy can be renewed.

Your Pyramid of Mental Energy

Your 100 units of conative energy are equal to the energy available to every other human being. Your MO of **6-4-7-3** gives you the same potential power as any CEO or rock star. Turn this potential into greatness by using your available energy according to your strengths.



Explain
30%

Maintain
20%

Innovate
35%

Envision
15%

Conables® Tips



A lot of your time is spent trying to come up with ideas. The good news for you is that you naturally edit out the really goofy ones. You may leap toward a goal with uncertain complications, but your Fact Finder strength quickly ascertains whether you can live with the results and makes sure you're not wasting time on low-priority tasks. Your other conative strengths kick in to polish the process.

Don't let anyone stereotype you as contributing or "being" just one of the Action Modes. Your contribution begins with innovating and continues until you envision the solution.

Self-manage your use of these limited, but renewable, resources. Use them purposefully and they will bring joy to your life.



Your Problem-Solving Sequence

The ideal way for you to use your time is according to your MO of **6-4-7-3**. So, forget time management advice that doesn't take your striving instincts into consideration.

When free to be yourself, you will use your strengths in the following way:



1. You'll start the problem-solving process by brainstorming.
2. Next, you review data.
3. Then, you look for ways to fit the pieces into the system.
4. Finally, Jason, you visualize solutions.

If you work against your strengths, you'll never have enough time. You will squander it by taking non-productive paths.

Get Conative, Jason!

We can't give you more time, but we have proven that leveraging your conative strengths can dramatically improve your productivity.

Conables® Tips



Here are some ways you can get the multiplier effect from your MO of **6-4-7-3**:

- ✓ Commit—but to very little. Target your top priorities. Because you have limited mental energy, determine what deserves your best efforts.
- ✓ Save time by doing a reality check before going all out with an idea.
- ✓ Protect your energy by cutting your losses when your instincts tell you something isn't working.



Get More Done in Less Time

Conables® Tips



A good way to start your day is to check and adjust priorities.

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

You're likely to procrastinate if you don't have a system or format to follow.

Ultimately, you need to avoid spending time on physical tasks – instead, find someone to do it for you.

Self-Provoke to get where you want to go. You're responsible for goading yourself to initiate necessary action.

You may be working against your grain without even knowing it. When we take action outside of our strengths zone, 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 how you do things 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.

Pinpoint Potential Stress



The Kolbe B™ Index measures an individual's perception of their own job responsibilities. Comparing your Kolbe B Index result with your MO (in this Kolbe A Index report) will reveal if and where you may be working against your natural way of doing things.



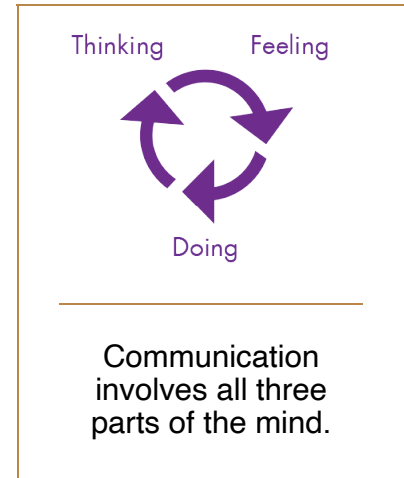
COMMUNICATION AND RELATIONSHIPS

There are two main factors that drive success when you're working with others—communication and the interplay between each person's conative strengths.

Jason, Communicate Your Way

Communication is at the heart of every relationship and involves all three parts of the mind. Emotions cause the desire to communicate while thoughts provide the content. However, your conative instincts also drive how it plays out.

We're taught that there is a "right way" to do things, and often only certain types of communication are valued. If you don't communicate according to your conative strengths, you are likely to seem inauthentic and may not get the results you seek. Be true to who you are to get your message across effectively without alienating others.



It's Not Just What You Say, It's How You Say It

Conables® Tips



If everyone around you knew who you are, you could get three times as much done. You have moments with rapid-fire tossing out of ideas (some you've never heard until you said them out loud), and your immediate action is to sell them. Your explosions of "what ifs" need to be understood as starting points. It's not until you've had time to step back and consider the consequences of them that you begin to pick the practical ideas.

You need the freedom to speak up and shout out, yet the time to write it down and read it back. People who only see one side of your conative process may stereotype you – to everyone's detriment.

It's important for you to know the conative strengths around you, just as it's important for them to know yours. Build a team around you that understands the way you work and let ideas simmer without judgement for at least a little while.



WIN-WIN RELATIONSHIPS

There is no perfect combination of Kolbe results for relationships. You can improve both personal and professional relationships by understanding how everyone's conative strengths interact.

Collaborating with others can be challenging, whether you have similar or differing instinctive strengths. You need to act according to your instincts while allowing others to act according to theirs.

Conables® Tips



In situations with **a person who has very different conative strengths than you do**, you can benefit from the resulting diversity of strengths, but those differences could cause conflict and frustration.

- ✓ For you, togetherness may mean doing different things in the same room.
- ✓ Don't expect the other person to work toward shared goals the same way you do.

Conables® Tips



In situations with **someone who has similar strengths**, you might be able to finish each other's sentences, but you could struggle to make forward progress.

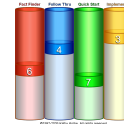
- ✓ Find people with different approaches to fill some of the gaps to avoid getting stuck.
- ✓ Avoid competing with one another by tackling different tasks while working toward shared goals.



SUMMARY AND SHARE

Jason, 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

6 4 7 3

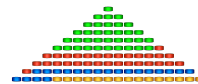
Your four conative strengths

Explain
Maintain
Innovate
Envision

Your use of time



Your use of energy



However you visualize your MO, it's important to keep your conative strengths in mind as you make life-empowering decisions.

You have many strengths that could contribute to your career, family, or community.

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!

Don't forget, hear Kathy Kolbe describe your strengths at www.warewithal.com/kolbereports



WORKSHEET

Refer to your Kolbe A Result and answer the following questions.

1. See your strengths summary on **page 4** of your result. Mark the phrases in each of the Action Modes® that best describe how you naturally take action. Choose one or more of your strengths and describe how you use them in your own words.

2. Consider the Do's and Don'ts on **pages 5-8** and answer these questions. Which actions do you need to take more often? *Hint: See the Do's.* Which actions do you need to avoid? *Hint: See the Don'ts.*

3. Notice your arrow on **page 10**. How often do you get to use your conative mental energy in the way your percentages would suggest? Why or why not?

4. Given your insights from the questions above, how will you maximize your strengths and mental energy to reach your goals and/or improve your collaborative efforts?

Don't forget to review the paragraph above your Kolbe Bar Chart (page 1) for highlights of your strengths.