



HERMANN EBEN

04/22/1997

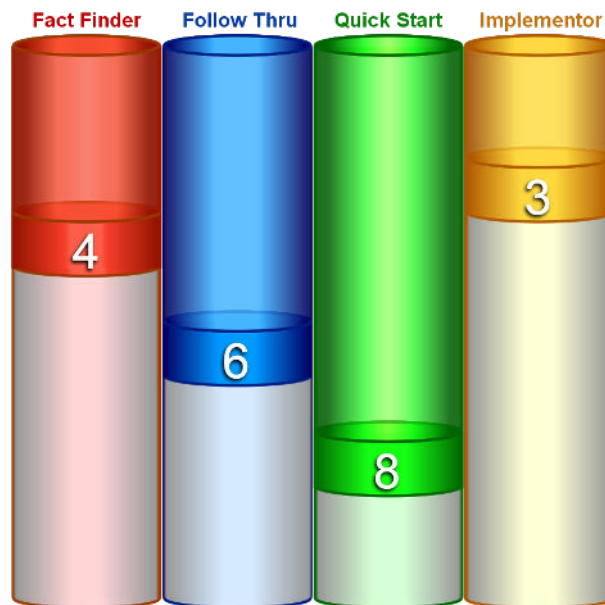
Kolbe A™ Index Result

CONGRATULATIONS HERMANN

You Got a Perfect Score on the Kolbe A™ Index

You have a wonderful talent to recognize trends, vary the approaches, highlight opportunities and systematically check them off. You're especially good at revising plans and revamping systems as the situation changes.

Kolbe Action Modes®



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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).

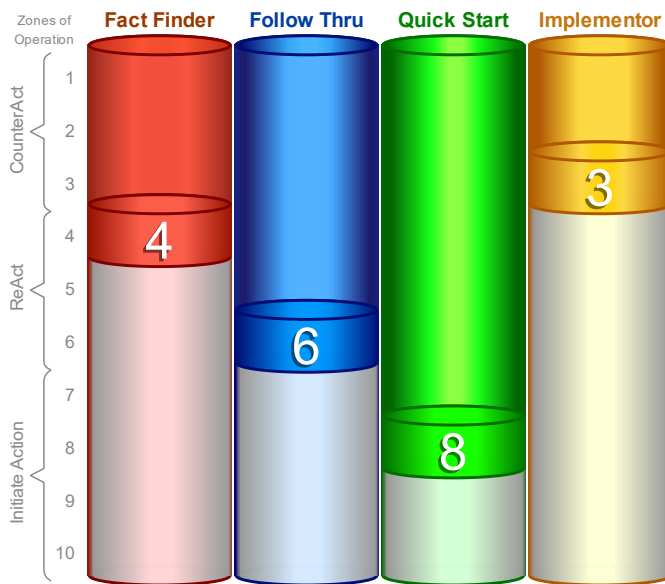
Your Kolbe result is so individualized, only 5% of the population is likely to have one just like it.

Experience it online at <https://www.warewithal.com/kolbereports/> with audio.



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Kolbe Action Modes®



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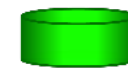
Your Kolbe Strengths™



Explain



Maintain



Innovate



Envision

Kolbe Action Modes are behaviors driven by your instinct

Fact Finder: is how you gather and share information.

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

Follow Thru: is how you organize.

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.

Experience it online at <https://www.warewithal.com/kolbereports/> with audio.



IT'S WHAT DRIVES YOU, Hermann

Your Kolbe result celebrates your **Modes of Operation (MO): 4-6-8-3**. It doesn't have anything to do with what your social style is or how smart you are. It's how you will and won't naturally take action.

Kolbe adds a new dimension. Based on wisdom going back to Plato and Aristotle, the Kolbe Theory™ has proven successful with over one million users.

Conables® Tips, individualized for you, will not only help you explain your way of taking action, they will help you control the outcomes. For example:

Conables® Tips



✓ **Tired of Questions like:**

Why do you put off making repairs?

Why don't you take better care of your equipment?

✓ **How about saying:**

If you'd broken as many things as I have, you too would stop trying.

It's just not my thing.

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What's so different about the Kolbe Index?

Being a 4-6-8-3 in Kolbe has nothing to do with your personality, social style, or if you are a math whiz. Kolbe Index results deal with a different part of the brain/mind that drives your actions

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.

Experience it online at <https://www.warewithal.com/kolbereports/> with audio.



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 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 organizing is to **Maintain**.

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 and uncertainty is to **Innovate**.

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 tackling space and tangibles is to **Envision**.

For instance, you might:

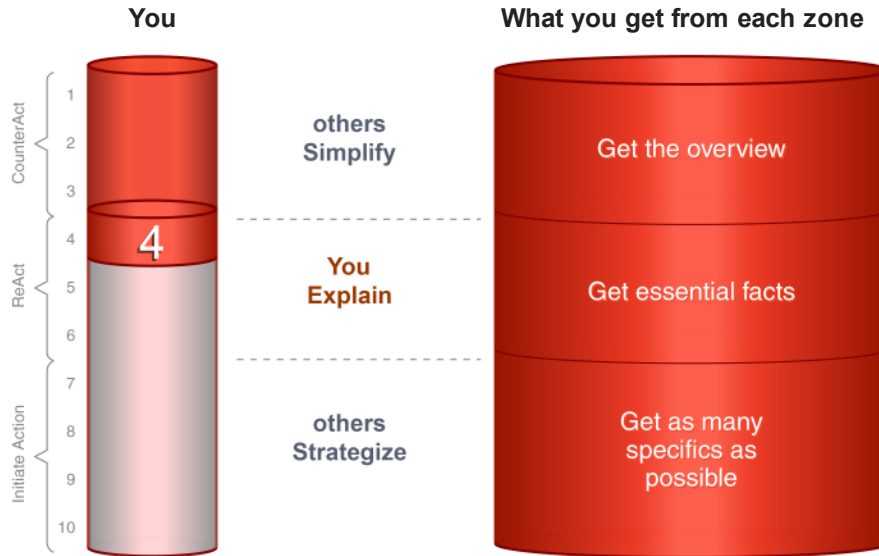
- Create virtual presentations
- Conceptualize solutions
- Envision circumstances
- Capture the essence
- Portray symbolically

- Find intangible methods
- Jury-rig fixes
- Sketch ideas
- Simulate actual situations
- Concoct out of thin air

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Deal with information in the way that's best for you and let others do the rest.



Conables® Tips



Take charge of your Fact Finder instinct!

Do



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

Don't

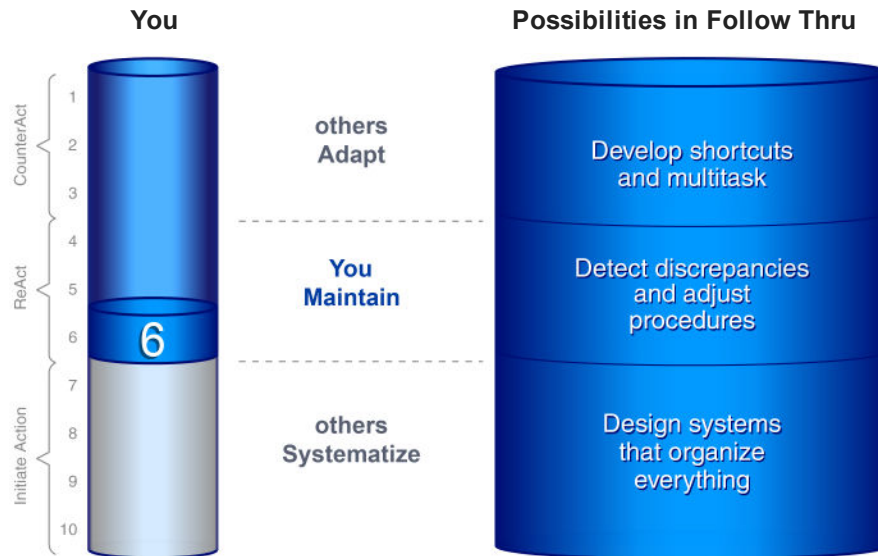


- ✓ Take data for granted
- ✓ Ignore historical evidence
- ✓ Get immersed in complexities
- ✓ Oversimplify
- ✓ Re-read all the fine print

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When organizing, you have an instinct to *Maintain*. Don't let others force you into doing it *their way*!



Conables® Tips



It's how YOU Follow Thru that matters.

Do



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

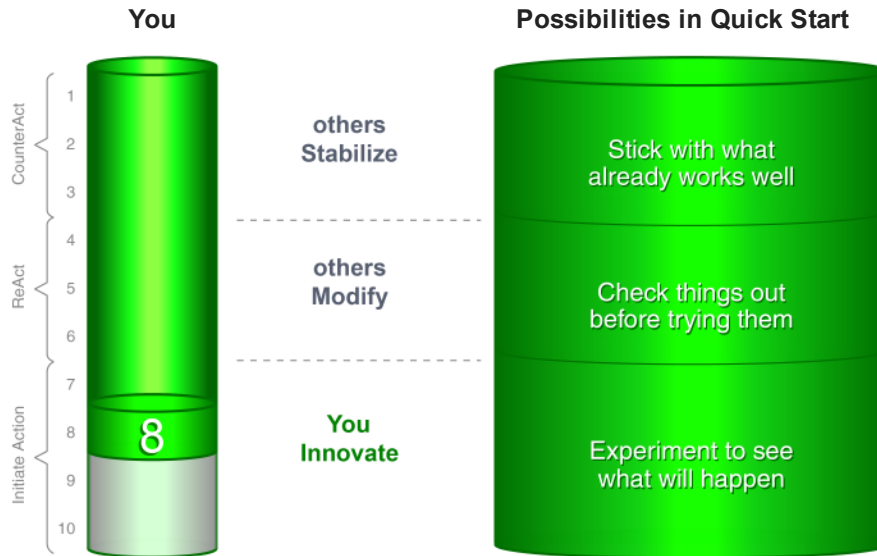
Don't



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

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In the midst of uncertainty you shine because you Innovate.



Conables® Tips



How you deal with uncertainty is actually quite certain.

Do



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

Don't

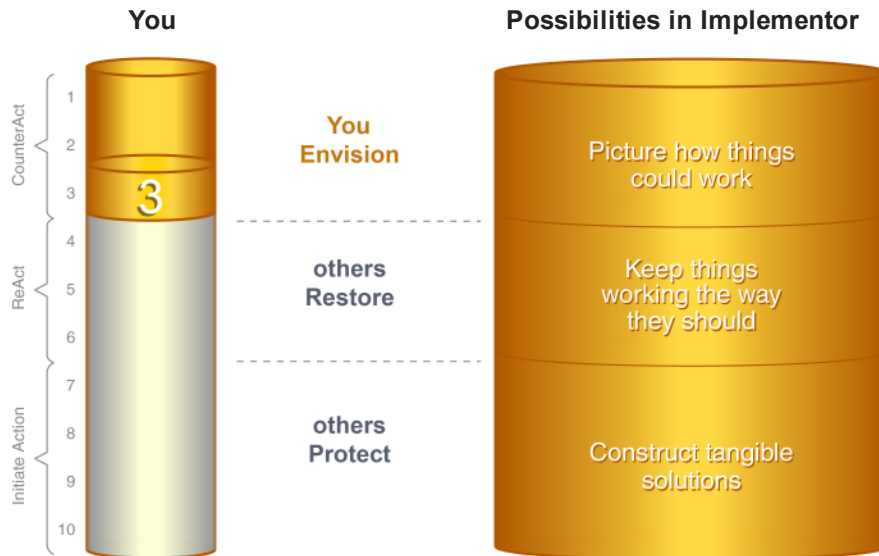


- ✓ Conform
- ✓ Hesitate
- ✓ Be afraid to fail
- ✓ Stick closely to the script
- ✓ Second guess yourself

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How you show what you mean is part of your “charm.” You’re perfect just the way you are.



Conables® Tips



Handle things YOUR way.

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

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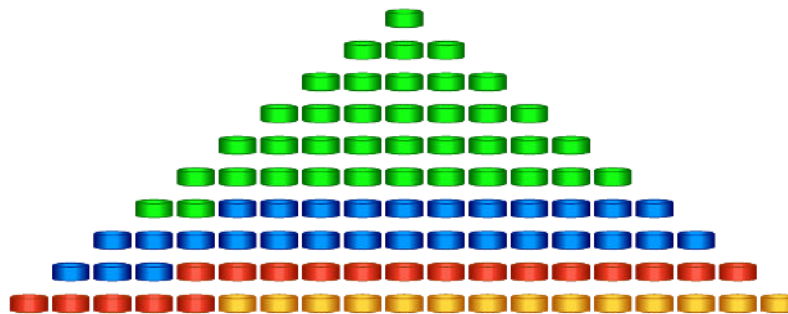
TIME AND ENERGY

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 “ergs” of mental energy are equal to the energy available to every other human being. This gives you the same potential power as any CEO or rock star.



PYRAMID OF ENERGY.

Explain
19%

Maintain
29%

Innovate
38%

Envision
14%

Each of your 100 ergs has the same intensity - whether it is in the Initiating, ReActing, or CounterActing zone.

Your Quick Start makes assumptions that your Follow Thru puts into a hierarchy of importance. You thrive when you find patterns to dilemmas that might otherwise slow you down. You find the rhythm to events and the sequence that will get you to the goal and you easily shift gears to meet deadlines. Then your other conative strengths lend a hand to accomplish your best work.

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.

Experience it online at <https://www.warewithal.com/kolbereports/> with audio.



TRUSTING YOUR SENSE OF TIME

It's tough to allocate your time, especially when no one but Kolbe has explained the role of your conative assets.

You use time according to your MO. So forget time management advice that doesn't take it into consideration. Everyone has an equal amount of conative energy, used in differing amounts and orders. You use it in your particular order and percentages per mode.



When free to use your strengths:

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

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

Experience it online at <https://www.warewithal.com/kolbereports/> with audio.



GET MORE DONE IN LESS TIME.

We can't give you more time, but we have proven leveraging your conative strengths can more than double your productivity.

Here are some ways you can get the multiplier effect from your MO of 4-6-8-3.

Conables® Tips



- ✓ **Commit—but to very little.** Target your top priorities. Unlike time, you can replenish conative energy, but it takes downtime to do it.
- ✓ Save time and energy by empowering your instincts to tune out distractions.
- ✓ Focus your energy on work you originate. Don't get side-tracked by what others are doing.
- ✓ **Self-Provoke** to get where you want to go. You're responsible for goading yourself to initiate necessary action.

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).

Experience it online at <https://www.warewithal.com/kolbereports/> with audio.



Get Conative, Hermann!

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

Conables® Tips



Because most of the world hasn't recognized conation, you may actually have been taught ways of taking action that are absolutely wrong for you.

The truth is you need to describe what's in your mind rather than trying to make it yourself.

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

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.

Conables® Tips



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

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 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.

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COMMUNICATION & RELATIONSHIPS

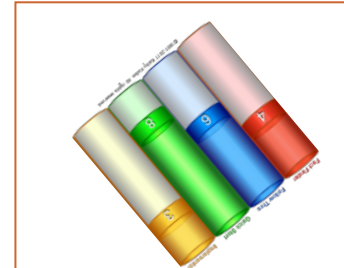
Communication is at the Heart of a Relationship

Communication involves Action, ReAction, CounterAction and InterAction. Of course, emotions cause the desire to communicate while thoughts provide the content. However it's your conative instincts that drive how it plays out.

If you aren't communicating through your conative strengths, you are likely to come across as acting out of character or not being authentic.

We're taught that there is a "right way" to do things. Our essays have the same structure and our resumes look like we've all had the same experiences.

How can you be true to who you are, and win approval too? We give you individualized Conables Tips for communicating in your own way without turning other people off.



"If you get out of kilter with your MO, how do you expect others to "get" who you are?"
Kathy Kolbe

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

Conables® 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 and what will remain the same. 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.

It will help you immensely to know as much about how others use their conative energy as they need to know this about you.

Experience it online at <https://www.warewithal.com/kolbereports/> with audio.



Hermann, Communicate Your Way

Conables® Tips



- ✓ Your instincts won't change with age. **Be obstinate** with people who expect you to conform to age stereotypes – or any other kind of stereotype.
- ✓ Get enough information to know what you're talking about without overdoing it.
- ✓ Let others know you'll adjust to changes as long as you are informed ahead of time. They can throw your day off kilter by not doing what they promised they'd do.

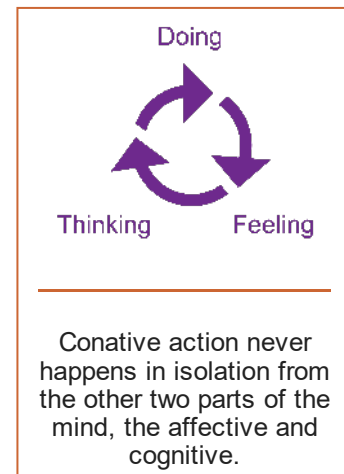
WIN-WIN RELATIONSHIPS

There is no perfect combination of Kolbe results for relationships. The ideal spouse, child, sibling, parent, grandparent, colleague or friend will respect your conative truth and allow you the freedom to be yourself.

“Trying to avoid conflict between people with strong conative differences is impossible. No use pretending – it will come out sooner or later. Discussing the differences doesn't resolve them. It involves them. It turns a clash of wills into a meeting of the minds. You are impelled to act according to your instincts, but you can't compel others to respond the same way.”

Conative Connection by Kathy Kolbe

People trust what they sense comes from your conative truths.



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You can improve relationships by understanding similarities and differences in your conative MOs.

In situations with someone who is pretty much your conative clone, you might be able to finish each other's sentences, but it could also lead to: inertia in what you do together or competition for who could do things better or more than the other.

Conables® Tips



When working with someone whose MO is similar to your own:

- ✓ Avoid getting stuck in your shared methods by bringing in others with diverse approaches.
- ✓ Don't evaluate others by what works best for both of you. For instance, when parents think kids should do things the same way they do them, it often leads to false expectations.

In situations with a person who has very different conative strengths than you do, you can benefit from the resulting Synergy, or the differences can cause conflict and stress.

Conables® Tips



When working with someone whose MO is very different than yours:

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

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CAREER CONSIDERATIONS

Look for Opportunities to Contribute 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 of the Action Modes.



Review, confirm, report, substantiate, amend



Monitor, merge, accessorize, guide, assimilate



Speculate, discover, originate, promote, experiment



Conceptualize, symbolize, imagine, virtualize, visualize

Finding Careers that Give You the Freedom to Be Yourself

You have many strengths that could contribute to an organization.

In job interviews, people often say things they think employers want to hear. Yet if they get a job based upon false promises, they usually become frustrated and regret having to live up to them.

Finding a job that lets you use your natural strengths is a formula for success.

It pays to be truthful in promoting your MO

Conables® Tips



- ✓ Evaluate career opportunities not only for the ways you will be able to Initiate Action, but also ways to use your energy to CounterAct. Steer away from careers where your CounterActing abilities will be perceived negatively.
- ✓ When considering a specific career, see if you can find out the MOs of those who are successful in that role.

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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

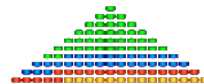
Your four conative strengths

Explain
Maintain
Innovate
Envision

Your use of time



Your use of energy



How ever 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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