



RICHARD GOODMAN

10/26/2016

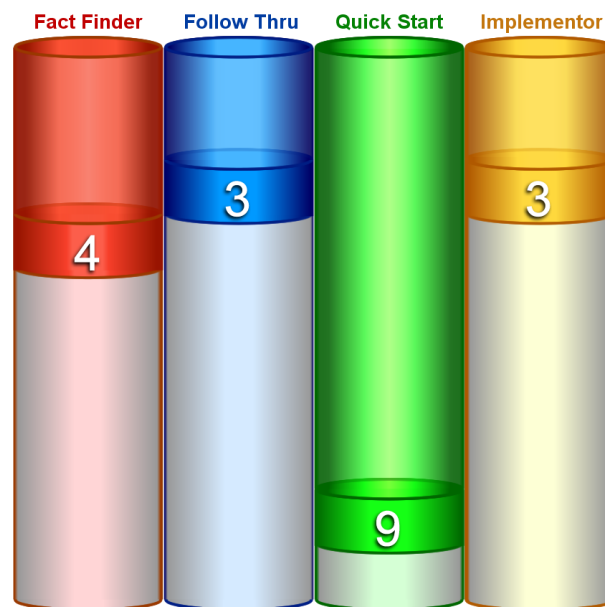
Kolbe A™ Index Result

CONGRATULATIONS RICHARD

You Got a Perfect Score on the Kolbe A™ Index

You are uniquely able to take on future-oriented challenges. You lead the way to visionary possibilities and create what others said couldn't be done. You'll say "Yes" before you even know the end of the question – then turn it into a productive adventure.

Kolbe Action Modes®



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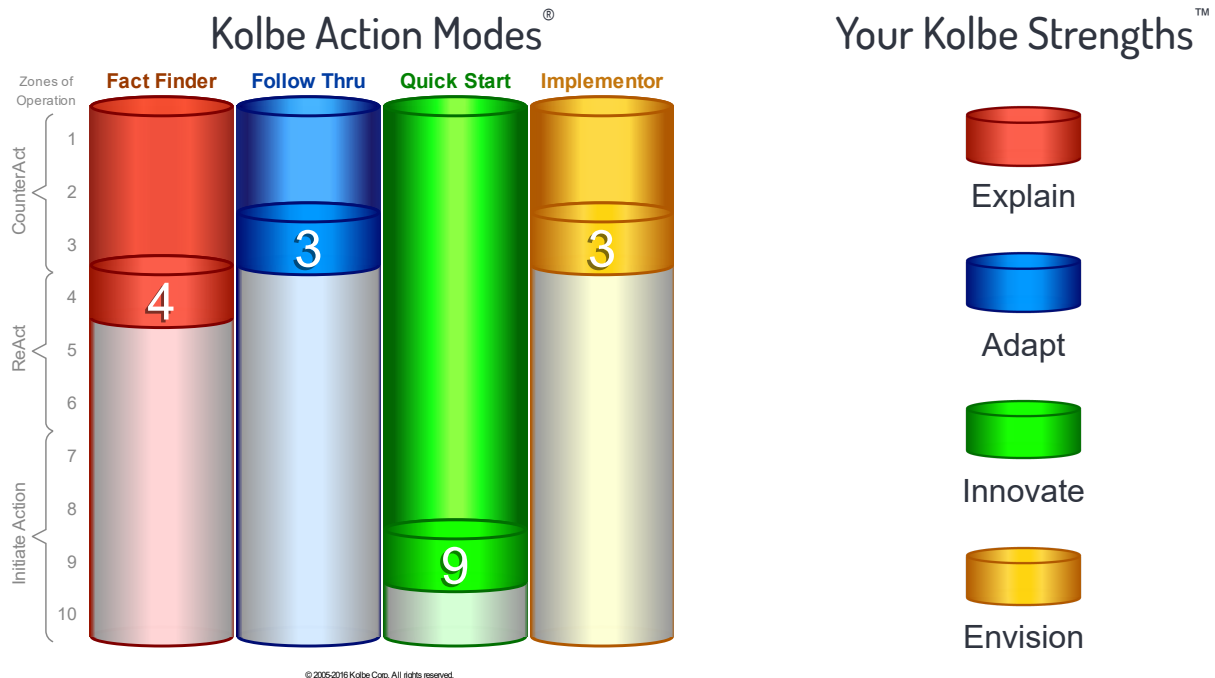
How do we know this? You told us when you completed the Kolbe A™ Index. Our proprietary algorithm sorted out your answers and came up with the pattern of your MO (Modus Operandi).

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

Kolbe A Result - experience it online at <http://e.kolbe.com/reports/> with audio.



RICHARD GOODMAN



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 **Adapt**.

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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IT'S WHAT DRIVES YOU, Richard

Your Kolbe result celebrates your **Modes of Operation (MO): 4-3-9-3**. 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.



What's so different about the Kolbe Index?

Being a 4-3-9-3 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.



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 **Adapt**.

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
Loosen up rigid processes

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:

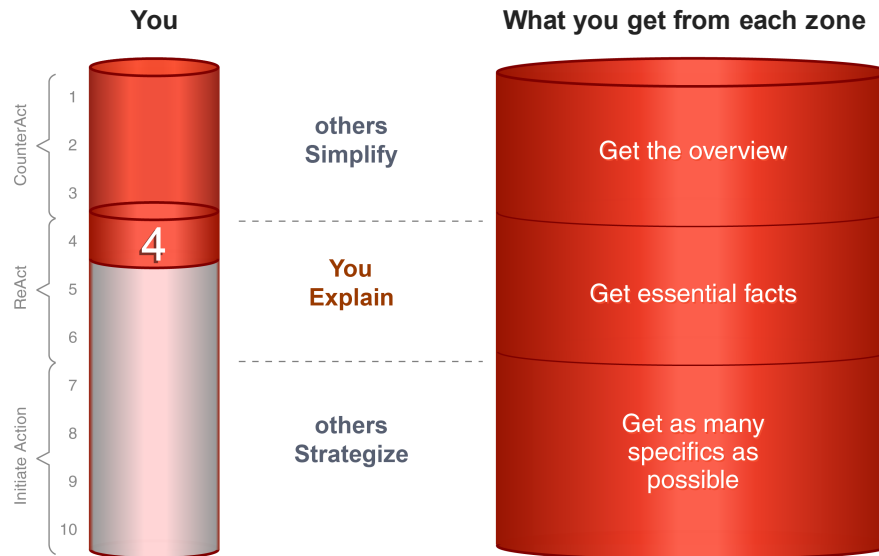
Create virtual presentations
Conceptualize solutions
Envision circumstances
Capture the essence
Portray symbolically

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

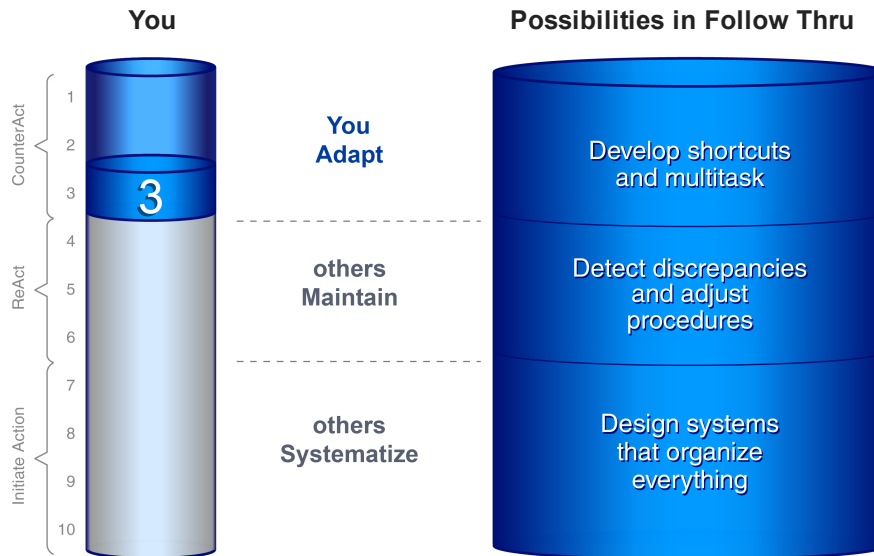


- ✓ Take data for granted
- ✓ Ignore historical evidence
- ✓ Get immersed in complexities
- ✓ Oversimplify
- ✓ Re-read all the fine print

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



Conables® Tips

It's how **YOU** Follow Thru that matters.

Do



- ✓ Find shortcuts
- ✓ Keep what you use easy to see and reach
- ✓ Try random approaches
- ✓ Actively pursue multiple projects
- ✓ Deal with tasks as they arise

Don't

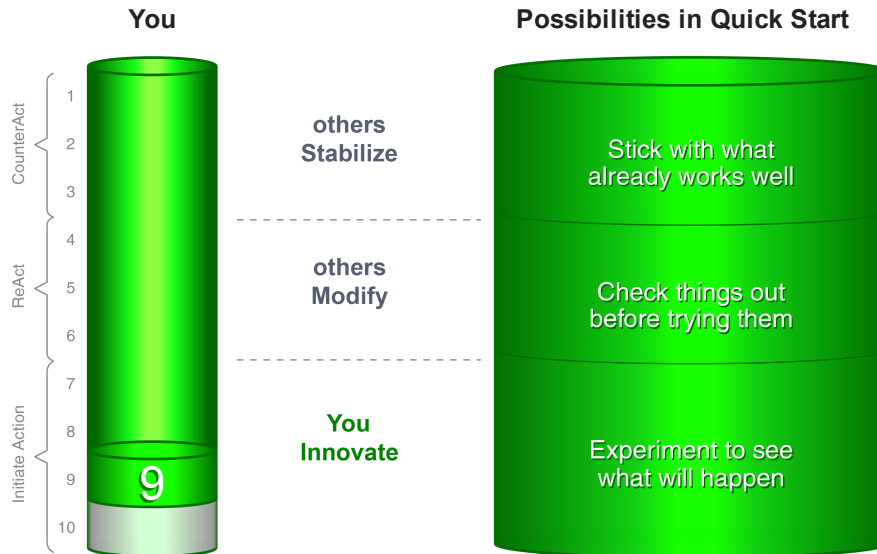


- ✓ Stick with step-by-step procedures
- ✓ Repeat patterns
- ✓ Adhere to redundant systems
- ✓ Be overly scheduled
- ✓ Succumb to rigid routines

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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

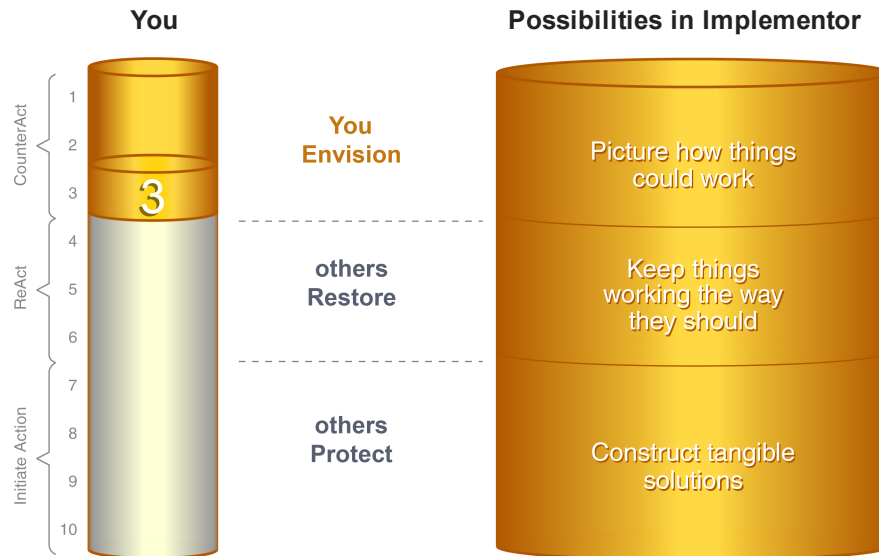


- ✓ Conform
- ✓ Hesitate
- ✓ Be afraid to fail
- ✓ Stick closely to the script
- ✓ Second guess yourself

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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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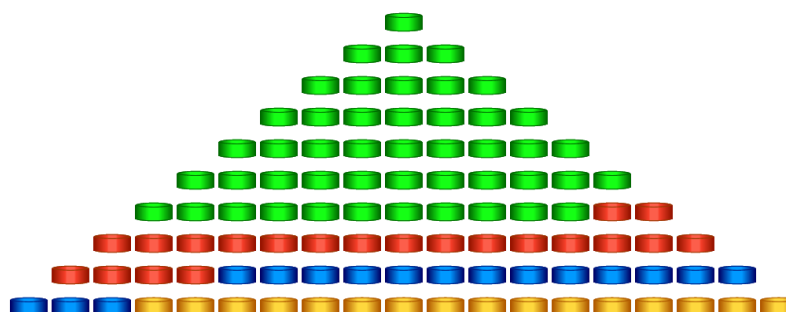
TIME AND ENERGY

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
21%

Adapt
16%

Innovate
47%

Envision
16%

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

You spend a great amount of your time and energy taking on high-potential challenges and jumping into uncertainties. For you, failure is not a waste of time. It's an essential ingredient to your discovery of truth. But this alone won't ensure your success – you need to use all of your conative strength to make your innovation viable.

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.

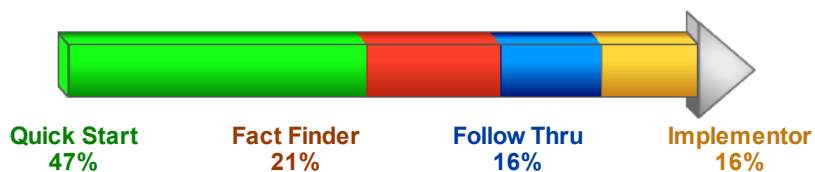
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TRUSTING YOUR SENSE OF TIME

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 review data.
3. Then, you look for shortcuts.
4. Finally, Richard, you visualize solutions.

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



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 4-3-9-3.

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.
- ✓ 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're responsible for goading yourself to initiate necessary action.

Find the Freedom to be Yourself!

Kolbe's **Personal Development Pack** of books and audios can deepen your understanding of your instinctive strengths and help you use them to improve your life.

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 - Innovator CD** (check **Audible.com** to purchase download).

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Get Conative, Richard!

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 have to fill in 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 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.



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

People get it wrong when they think you'll take on any dare. You strive when you're working on deadline, which communicates to others that you would thrive if you lived with constant challenges. It's tough for you not to step in when others seem to be dragging something out.

Say it rather than write it. Over-prepping and/or doing scripted presentations takes you out of your stride. Brief notes give you all you need.

Knowing the conative make-up of those in the room helps you "talk to the audience," stick in more or fewer examples, and most importantly, use humor – it's your best bet for bridging conative gaps.

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Richard, 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.
- ✓ Assert your need to march to your own drummer. Others can take you out of your game by making you match their rhythm.

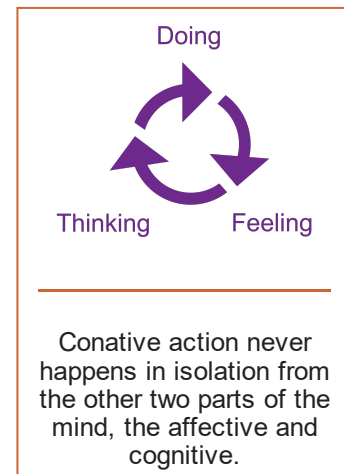
WIN-WIN RELATIONSHIPS

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.





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.



CAREER CONSIDERATIONS

Look for Opportunities to Contribute Your Conative Strengths

Richard, 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



Diversify, disguise, diffuse, randomize, switch



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.

Kolbe helps you do that with its Kolbe Career program. It's based on both your instincts and your interests. Our unique expertise helps you discover careers that will give you the freedom to be who you really are.

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.

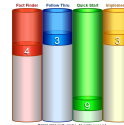
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SUMMARY & SHARE

Richard, 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 3 9 3

Your four conative strengths

Explain
Adapt
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!

We hope you find this analysis will help you maximize your time and energy and communicate more effectively.

If you took the Index through your organization, check back with your Kolbe Consultant or Administrator for additional services.

Kolbe Certified Experts are available in more than 20 countries and throughout the USA

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