



HERMANN EBEN

05/24/1995

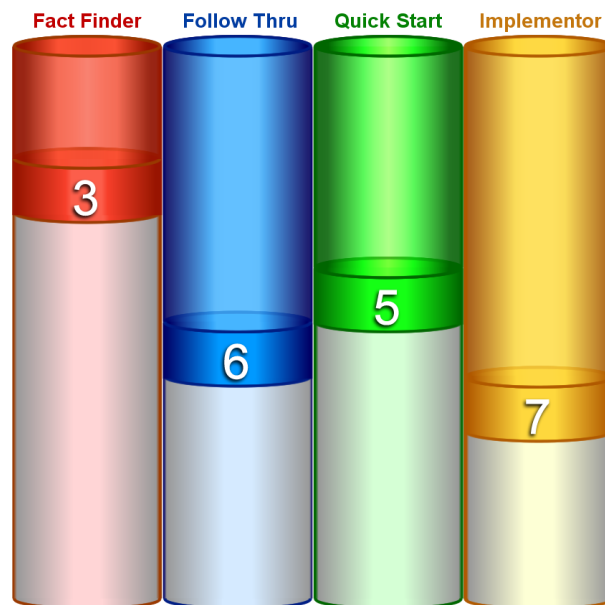
Kolbe A™ Index Result

CONGRATULATIONS HERMANN

You Got a Perfect Score on the Kolbe A™ Index

You can be depended on to demonstrate tangible solutions that add comfort, security and long-term quality to people's lives. You're great at planning for contingencies that assure sufficient time and materials to complete quality projects.

Kolbe Action Modes®



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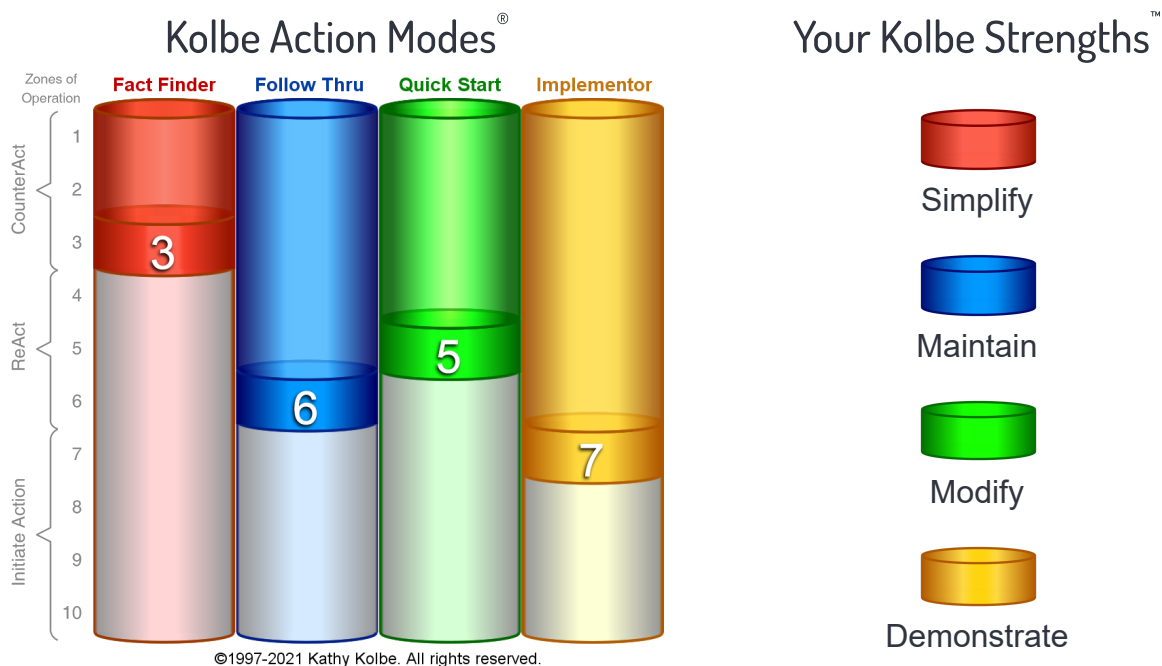
How do we know this? You told us when you completed the Kolbe A™ Index. Our proprietary algorithm sorted out your answers and came up with the pattern of your MO (Modus Operandi).

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.



HERMANN EBEN



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 **Simplify**.

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 **Modify**.

Implementor: is how you handle space and tangibles.

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

You can count on Kolbe results being constant over time.

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IT'S WHAT DRIVES YOU, Hermann

Your Kolbe result celebrates your **Modes of Operation (MO): 3-6-5-7**. 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 aren't you more specific?

Why didn't you document what happened?

✓ **How about saying:**

Because when I get bogged down in details, I don't see the big picture.

I'm too busy trying to get a solution to write down what I'm doing.

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What's so different about the Kolbe Index?

Being a 3-6-5-7 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.

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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 and sharing information is to **Simplify**.

For instance, you might:

Distill information
Draft abridgements
Estimate
Condense the data
Approximate the particulars

Abbreviate the historical background
See the big picture
Get right to the point
Create metaphors
Minimize investigation

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 **Modify**.

For instance, you might:

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



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

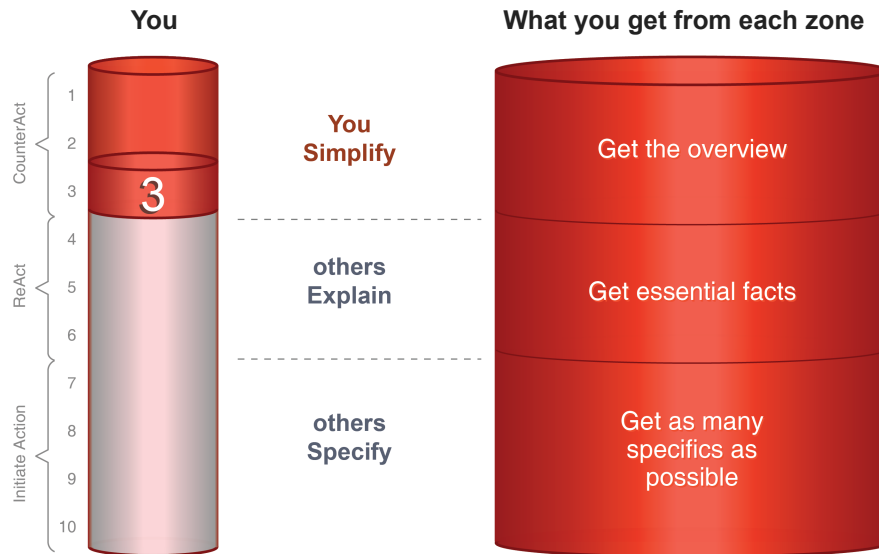
For instance, you might:

Create substantive demonstrations
Build hand-crafted models
Build sturdy foundations
Handle transportation and packaging
Provide protection and safeguards

Erect and install mechanical devices
Produce quality solutions
Protect nature/the environment
Maximize use of space
Tackle tangible projects

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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



- ✓ Summarize
- ✓ Abbreviate
- ✓ Make exceptions
- ✓ Bottom-line options
- ✓ Get right to the point

Don't

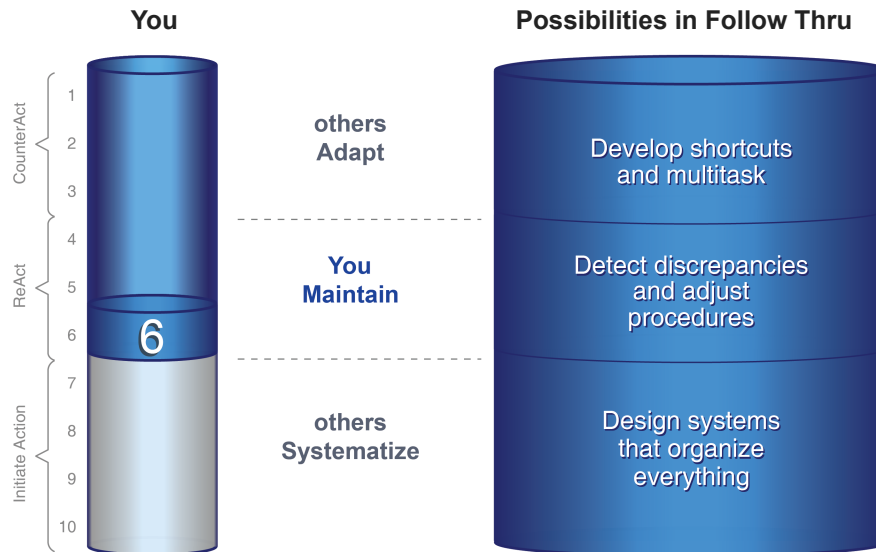


- ✓ Get bogged down in the details
- ✓ Justify your reasons
- ✓ Provide historical evidence
- ✓ Get into lengthy debates
- ✓ Be afraid to skim documents

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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

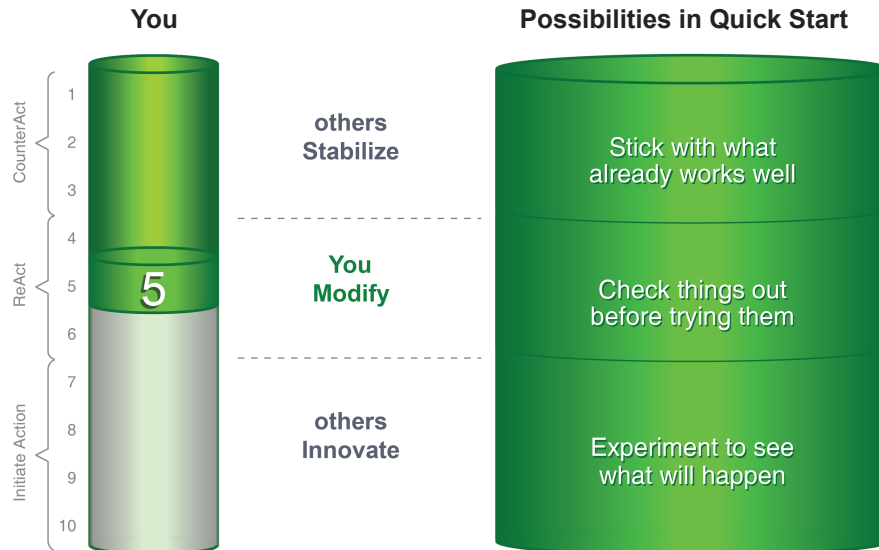
Don't



- ✓ 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 Modify.



Conables® Tips

How you deal with uncertainty is actually quite certain.

Do



- ✓ Respond quickly to challenges
- ✓ Make adjustments on the fly
- ✓ Handle last-minute changes
- ✓ Seek alternatives
- ✓ Mediate risk

Don't

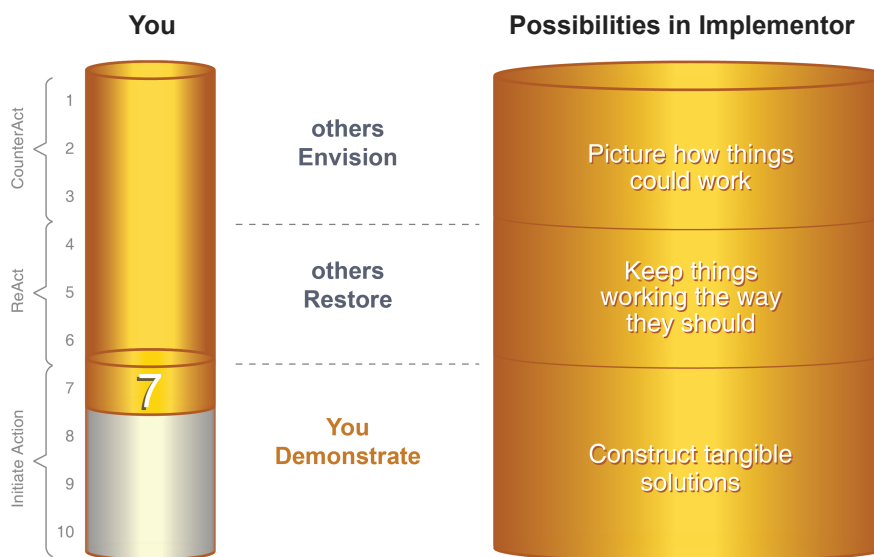


- ✓ Change for the sake of change
- ✓ Create uncertainty
- ✓ Leap into many major changes at once
- ✓ Take on too many competing deadlines
- ✓ Try to get consensus on innovation

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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



- ✓ Tackle tangible projects
- ✓ Construct things that last
- ✓ Make mechanical contraptions
- ✓ Form protective environments
- ✓ Deal with hardware and handling equipment

Don't



- ✓ Commit to throwing something together quickly
- ✓ Work without the right tools or materials
- ✓ Describe how you're making things work
- ✓ Use unnatural or unrealistic materials
- ✓ Work without time to do a quality job

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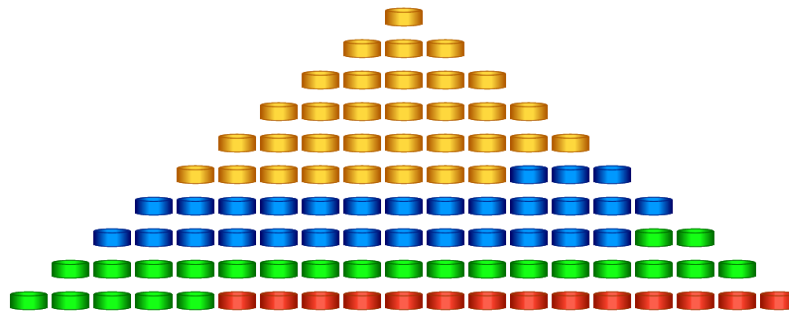
TIME AND ENERGY

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.

Simplify
14%

Maintain
29%

Modify
24%

Demonstrate
33%

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

You naturally protect the tools of your trade. Time gets squandered when others mess with them. Your Follow Thru saves time and energy by setting up an inventory system that limits losses. You use all of your other conative strengths to help create sustainable solutions.

Don't let anyone stereotype you as contributing or “being” just one of the Action Modes. Your contribution begins with demonstrating and continues until you simplify the solution.

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

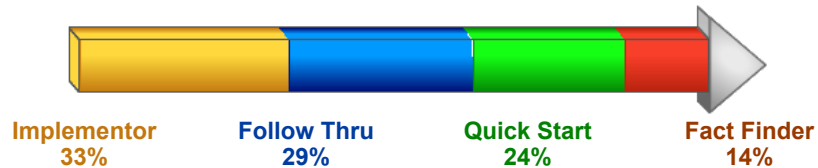
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TRUSTING YOUR SENSE OF TIME

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 deciding what materials and equipment are needed.
2. Next you look for ways to fit the project into the system.
3. Then, you adjust to changes.
4. Finally, Hermann, you summarize and clarify the bottom line

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

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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 3-6-5-7.

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.
- ✓ Plan for contingencies by figuring out how others are likely to mess up the effort.
- ✓ Pace yourself. Trust your instincts to keep energy in reserve for the crises that come up.
- ✓ **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 - Quality Controller CD** (check **Audible.com** to purchase download).

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



Get Conative, Hermann!

Get your tools, start the engines, and size up the space.

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 skim the details and don't get caught up in unnecessary rules.

A good way to start your day is to decide what you are not going to do today.

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, play off what others say and respond to their needs.

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

People count on you to take care of them and the world around them. This could become burdensome if you also have to do the paperwork. Keep this from hemming you in with responsibilities that aren't natural to you.

You're unlikely to say "no" when people need your true conative strengths. Sharing your schedule might help you make the point that you're not available 24 hours a day, 7 days a week. You thrive by being the "go-to" person when there's danger and have a plan for most contingencies. In a crisis, follow your instincts and step back until you see the pattern – then do what you sense need to be done.

When you know the Kolbe MOs of others around you, you'll know who most urgently needs your help and who can wait a little while.

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Hermann, Communicate Your Way

Conables® Tips

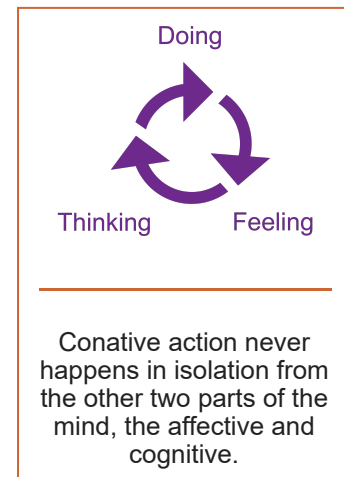
- ✓ Your instincts won't change with age. **Be obstinate** with people who expect you to conform to age stereotypes – or any other kind of stereotype.
- ✓ Skip the details and go to the bottom line, getting the overview, avoiding getting stuck on one topic, and skimming to get the important stuff.
- ✓ 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.



Clarify, generalize, approximate, hypothesize, abbreviate



Monitor, merge, accessorize, guide, assimilate



Interject, convert, assimilate, incorporate, substitute



Safeguard, maneuver, preserve, manufacture, mechanize

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.

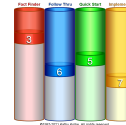
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SUMMARY & SHARE

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

3 6 5 7

Your four conative strengths

Simplify
Maintain
Modify
Demonstrate

Your use of time



Your use of energy



However 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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