

# Kolbe RightFit™ for Hiring - FAQ

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## Frequently asked questions about identifying current talent:

- Does the supervisor need to complete the Kolbe A™ Index before the Kolbe C™ Index?
- Is this a replicated job?
- What is a High Performer?
- How do I choose High Performers?
- How many High Performers should we use?
- Can we use High Performers from other companies?
- What if one High Performer looks different from the others?
- What is a Cooperative?
- How do Cooperatives affect the Range of Success?
- How many Cooperatives should we use?

### Does the supervisor need to complete the Kolbe A Index before the Kolbe C Index?

Yes, the Kolbe A Index is completed first. A permanent name id (12-digit number) is assigned while completing the A Index and is used again when completing the C Index.

### Is this a replicated job?

One question to ask yourself when considering if a position is replicated is, "How many people are doing this job?" A replicated job is one position that multiple people do individually. For example, sales representatives or call center representatives are two jobs that are usually replicated.

### What is a High Performer?

A High Performer is someone who currently does the job at an exemplary level.

### How do I choose High Performers?

First, it is important to define success in measurable criteria for this particular position. Then, select four or more people who have achieved the highest level of success in the job (past or present). Kolbe Corp will use the Kolbe A results for those High Performers in creating the Range of Success™ that targets candidates with similar instincts.

### How many High Performers should we use?

When choosing High Performers, it is best to use a small percentage (maybe 10%) of your total number of employees currently in the job. However, the most important aspects of finding high performers are these people stand out as exemplary employees-the elite group-and that we have enough high performers to find a pattern of instincts.

### Can we use High Performers from other companies?

No, Kolbe Corp does not share information from other companies. All high performers must come from your own company.

### What if one High Performer looks different from the others?

If one of your High Performers looks different conatively from the others, we recommend you consult your Kolbe Account Representative. Also, do not use an individual if there is a unique reason for his/her success that would be hard to find in the general public. For example, if Jane is the only person who speaks Japanese in her company and as a result has accounts that no other person could compete for, her Kolbe A should be left out.

### What is a Cooperative?

Cooperatives are people who will work closely with the person who will fill the open job. Usually they make up a team.

### How do Cooperatives affect the Range of Success?

Adding Cooperatives to your Range of Success will allow the RightFit™ software to compute the Synergy impact on your team for each candidate you are considering for the position. A candidate can get one of three ratings: Positive, negative, or neutral. We know that Synergistic teams perform better than non-synergistic teams, so you will want candidates who move your team closer to Synergy (positive) or do not affect (neutral) your current Synergy.

### **How many Cooperatives should we use?**

Since Cooperatives help determine the candidates' impact on a team, there should be at least three Cooperatives. One of the Cooperatives can be the direct supervisor.

### **Frequently asked questions about defining job requirements:**

- What is a Kolbe C™ Index?
- How many people should complete Kolbe C Indexes?
- Does the supervisor need to complete the Kolbe A™ Index before the Kolbe C Index?
- How do I complete a Kolbe C Index?
- Who completes the Kolbe C Index(es)?
- What if one of the Kolbe C Index results for the same job looks different?
- What if the Kolbe C Index result is in Contradiction?

### **What is a Kolbe C Index?**

The Kolbe C Index measures the instincts necessary for a role as defined by the supervisor(s).

### **How many people should complete Kolbe C Indexes?**

All people who evaluate the job should complete Kolbe C Indexes. Currently, only one person can be designated the Direct Supervisor; however, the other people who evaluate the job performance will be entered into the Range of Success as Other Evaluators. Choose the Direct Supervisor who most defines success for the job.

### **Does the supervisor need to complete the Kolbe A Index before the Kolbe C Index?**

Yes, the Kolbe A Index is completed first. A permanent name id (12-digit number) is assigned to each individual while completing the A Index and is used again when completing the C Index.

### **How do I complete a Kolbe C Index?**

When answering the questions for the Kolbe C Index, the index taker should keep in mind the requirements of the job and what is rewarded – not the job as it is being done currently.

### **Who completes the Kolbe C Index(es)?**

Anyone in a position to evaluate the role will complete a Kolbe C Index. Choose whoever has the greatest effect on the success of the role. Where appropriate we recommend several C Indexes be completed for a single role. Examples of the appropriate use of several C Indexes include when a role is supervised by two people, and when a second-level supervisor evaluates how the role is performed. For additional examples, please contact your Kolbe Representative.

### **What if one of the Kolbe C Index results for the same job looks different?**

Compare all of the Kolbe C Index results. If any Action Mode® has a difference of four units or more between the results, it indicates that significantly different requirements for the role were identified. Two options are to leave one of the Kolbe C Index results out of the Range of Success or to complete a new Kolbe C Index if a new understanding of the role requirements is found.

### **What if the Kolbe C Index result is in Contradiction?**

There are a few potential reasons a result is in Contradiction. First, it could be that the Index taker is unsure of the requirements of the job. Perhaps it is a new position or the Index taker is new to supervising the position. Another reason a result shows Contradiction is because the actual requirement for how a job is to be completed varies significantly on the continuum in one action mode.

### **Frequently asked questions about creating a profile:**

- Why is the Range of Success (profile) broad in some Action Modes® and narrow in others?
- What happens after I tell Kolbe Corp the Range of Success (profile) is ready to be built?
- Do Ranges of Success expire?

### **Why is the Range of Success (profile) broad in some Action Modes and narrow in others?**

The RightFit™ software uses data to calculate a range of talents from the information provided. The broader the range, the easier it is for the candidates to get a higher letter grade.

### **What happens after I tell Kolbe Corp the Range of Success (profile) is ready to be built?**

Kolbe Corp will email you two reports, one called the RightFit Report and one called the Range of Success. The RightFit Report identifies the natural instincts the ideal candidate will demonstrate, and identifies the evaluators whose input resulted in the Range of Success. A Range of Success Report identifies the possible range of conative talents for a particular role. You will then be ready to start running candidates against the Range of Success.

### **Do Ranges of Success expire?**

Deciding whom to hire for a job is an important decision. Companies who use the RightFit™ software as part of their hiring process can significantly improve the performance of their hires and their company.

To use Kolbe well, companies need to carefully consider the position they are filling and the demands that the job places on the people in it. In today's business environment, jobs don't stay the same very long. Companies and positions need to change to adapt to competitive pressure, new technology, or simply reporting to a new boss.

To help assure that companies reassess job demands from time to time, RightFit software now puts an expiration date on a Range of Success™. While the database will store information indefinitely, a Range will remain valid for 5 years. After that, a company should, at a minimum, reconfirm who the direct supervisor is, and have that person take a Kolbe C™ Index to verify his/her perspective about what drives success for that job.

Companies will still want to do a new Range of Success if the job changes significantly before 5 years.

### **Frequently Asked Questions about rating candidates:**

- Why is the Range of Success™ broad in some Action Modes® and narrow in others?
- What happens after I tell Kolbe Corp the Range of Success is ready to be built?
- What kind of report will I get after Kolbe Corp runs a candidate against the Range of Success?
- Should I hire only "A" -rated candidates?
- What if the candidate's Kolbe A™ Index Result is in Transition?
- What if I have more than one "A" candidate?
- Will all "A" -rated candidates be successful in the job?

### **Why is the Range of Success broad in some Action Modes and narrow in others?**

The RightFit software uses data to calculate a Range from the information provided. The broader the Range, the easier it is for the candidates to get a higher letter grade.

### **What happens after I tell Kolbe Corp the Range of Success is ready to be built?**

Kolbe Corp will email you two reports, one called the RightFit Report and one called the Range of Success. The RightFit Report identifies which natural instincts the ideal candidate will demonstrate, and identifies the people included in the Range of Success. A Range of Success Report identifies the possible range of conative talents for a particular role. You will then be ready to start running candidates against the Range.

### **What kind of report will I get after Kolbe Corp runs a candidate against the Range of Success?**

An individual Candidate Report giving the candidate a letter grade (A through F) will be emailed to you.

If you are running more than one candidate against the Range, a Candidate Summary Report will give you each candidate's letter grade. If Cooperatives were used, the Candidate Summary Report will indicate the impact on team synergy as well.

### **Should I hire only "A"- rated candidates?**

Kolbe Corp recommends hiring candidates that rate a B- or above. Start with the highest rated candidates. However, conative abilities are only one aspect of the review process; candidates must also be screened for skill level, values, personality, etc. For example, you may choose to hire a "B+" candidate instead of an "A-" candidate if the "B-" candidate is a better fit for the organizational culture or has a better skill set or experience level.

### **What if the candidate's Kolbe A Index is in Transition?**

A Transition result reveals that a candidate is not able to accurately report his/her conative strengths at this time. It is recommended that the candidate retake the Kolbe A Index at an appropriate time prior to being hired. See the definition of [Transition](#).

### **What if I have more than one "A" candidate?**

Candidates should then be screened for skills, knowledge, commitment and personality to see which would be the best fit.

### **Will all "A" -rated candidates be successful in the job?**

The Kolbe RightFit™ software identifies conative talents necessary for a job. However, if the candidate does not have the necessary skill set, or the values, personality, etc. he or she may not be successful.

## **Glossary of Kolbe terms**

### **Candidate Report**

A report that identifies a candidate's grade for the role

### **Contradiction**

An indication that the Kolbe C Index taker reported a disparity within the job requirements for one Kolbe Action Mode. There are two common reasons for this disparity. The Kolbe C Index taker is unsure of the exact requirements of the job or the job requires vastly different talents in one Action Mode.

### **Cooperatives**

People who will work with the candidate that fills the open job

### **Direct Supervisor**

The person most directly responsible for evaluating how a job is done and the success of that position

### **High Performers**

An elite group of exemplary employees who do the same job as the open job

### **Kolbe A Index**

A report that measures a person's conative instincts or mode of operation

### **Kolbe C Index**

A report that measures the instincts necessary for a role

### **Other Evaluator**

A person (other than the direct supervisor) who evaluates how a job is done

### **RightFit™ Process**

A method proven to reduce recruiting costs and increase employee retention by selecting the candidate with the right instincts to do the job

### **RightFit Report**

A report that identifies which natural instincts the ideal candidate will demonstrate. This report also identifies the evaluators whose input resulted in the Range of Success

### **Range of Success**

A report that identifies the best range of conative talents for a particular role. A Range of Success is valid for 5 years if there is no significant change.

### **Transition**

Indicates that the Index taker was unable to self-report accurately or recognize how he or she naturally takes action. One reason for a period of transition can be extreme change such as a new job/position or family situation, etc.